

# GREATER **LONDON** AUTHORITY

**(By email)**

Our reference: MGLA070422-8675

Date: 26 May 2022

Dear

Thank you for your request for information which the Greater London Authority (GLA) received on 6 April 2022. Your request has been considered under the Environmental Information Regulations (EIR) 2004.

You requested:

*Could you please provide a copy of all written communication that took place between May 2021 and March 2022, between GLA officers and London Borough of Camden officers about the High Streets for all Challenge in Camden.*

Please find attached the information we hold within the scope of your request. I have listed the email attachments that are already publically available below:

- [Mayor of London brand guidelines 2020](#)
- [3f7a9208-8fa6-9bc7-eda7-ab8f5e1753eb \(camden.gov.uk\)](#)

Please note that some names of members of staff are exempt from disclosure under Regulation 13 (Personal information) of the EIR. Information that identifies specific employees constitutes as personal data which is defined by Article 4(1) of the General Data Protection Regulation (GDPR) to mean any information relating to an identified or identifiable living individual. It is considered that disclosure of this information would contravene the first data protection principle under Article 5(1) of GDPR which states that Personal data must be processed lawfully, fairly and in a transparent manner in relation to the data subject

If you have any further questions relating to this matter, please contact me, quoting the reference MGLA070422-8675.

Yours sincerely

## **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>

## MEETING INVITES

-----Original Appointment-----

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 28 February 2022 17:37

**To:** [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

**Subject:** Kilburn visit

**When:** 16 March 2022 14:00-15:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** Kilburn!

Hi all

At the recent introductory meeting, we suggested a visit to Kilburn as an important next step.

I hope this time works for people. If it doesn't, we can revisit diaries.

Thanks.

All the best,

[REDACTED]

---

-----Original Appointment-----

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 28 February 2022 17:36

**To:** [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

**Subject:** Kilburn visit

**When:** 16 March 2022 14:00-15:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** Kilburn!

Hi all

At the recent introductory meeting, we suggested a visit to Kilburn as an important next step.

I hope this time works for people. If it doesn't, we can revisit diaries.

Thanks.

All the best,

[REDACTED]

---

-----Original Appointment-----

**From:** [REDACTED] <[REDACTED]@london.gov.uk> On Behalf Of [REDACTED]

**Sent:** 08 December 2021 11:00

**To:** [REDACTED] [REDACTED]

**Subject:** FW: GLA / Camden - Check in: Kilburn

**When:** 09 December 2021 14:00-14:45 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** Microsoft Teams Meeting

Hi [REDACTED]

Are you able to make this time tomorrow for an initial chat with Camden about their Kilburn proposal/CID?

-----Original Appointment-----

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 03 December 2021 16:11

**To:** [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

**Subject:** GLA / Camden - Check in: Kilburn

**When:** 09 December 2021 14:00-14:45 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** Microsoft Teams Meeting

---

-----Original Appointment-----

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 06 October 2021 17:11

**To:** [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

**Subject:** GLA / Camden - Kilburn

**When:** 08 October 2021 11:30-12:15 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** Microsoft Teams Meeting

Hi all

An opportunity to check in ahead of the looming Stage 3 deadline – and to discuss areas of possible collaboration in relation to the night time economy and other themes.

Look forward to it.

Thanks ,

[REDACTED]

**From:** High Streets for All  
**Sent:** 24 March 2022 10:22  
**To:** High Streets for All  
**Subject:** Reminder: High Streets for All Challenge - Focus workshops

This is a reminder to register to attend the upcoming series of **High Streets for All focus workshops** taking place between March and May, and to complete this short survey today – [High Streets Challenge: Pre-workshop Survey \(alchemer.eu\)](#).

These focus sessions are an opportunity for boroughs and high street partnerships to come together to discuss the development and delivery of their exemplar projects, share insights and challenges with their peers and examples of best practice, seek advice on approaches to innovation and get support from sector experts, GLA Officers and the Mayor's Design Advocates.

1. **Register today to attend the most relevant ones to support your exemplar project:**

- **Building strong communities on high streets – [Register](#)**  
31 March 2022, 14.00 – 16.30  
A special half-day session in partnership with Bloomberg Associates, offering practical tools and inspiration to support the social resilience of high streets and town centres.
- **Safe and inclusive high streets – [Register](#)**  
21 April 2022, 13.00 – 14.00  
Exploring how design can impact the safety of our high streets.
- **Night streets for all – [Register](#)**  
27 April 2022, 12.30 – 13.30  
Planning and managing of high streets at night, supporting our city's recovery from the pandemic and ensuring the needs of Londoners are met around the clock.
- **Successful workspaces on the high street – [Register](#)**  
5 May 2022, 12.00-13.00  
Exploring key themes on setting up successful, flexible, and affordable workspaces.

2. **High Streets Challenge pre-workshop survey**

Please complete this short survey by today – [High Streets Challenge: Pre-workshop Survey \(alchemer.eu\)](#)

The purpose of this survey is to gain a better understanding of outputs and skills participants would like to gain from the workshops offered.

The survey will also help the High Streets for All team to better understand the variety of projects developed by attendees as well as engagement processes and communications delivered across projects to date.

Many thanks to those who have already registered. We're looking forward to you joining us online in due course.

The High Streets for All team

**GREATERLONDONAUTHORITY**

**[london.gov.uk](https://www.london.gov.uk)**

[Sign up](#) to receive the Mayor's Regeneration newsletter

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 18 March 2022 14:12  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Re: Kilburn

Thanks [REDACTED] - happy with this.

I haven't reviewed the contract yet but will aim to get a final copy to you early next week.

Have a good weekend

[REDACTED]

Get [Outlook for iOS](#)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** Thursday, March 17, 2022 5:04:57 PM  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: Kilburn

Hi [REDACTED]

Thank you for your email – much appreciated.

In response, I've updated the following:

- Open call document for 2c Maygrove Road with MoL and LEAP logos on the front page and reference to their support towards the end of the document
- Stage 3 contract with added content on the CID outcomes on p25 and detail on governance and decision making on p28.

Please find those documents attached.

On the point around ensuring that there's lots of activity within the space – you'll see I've included a line in the 'requirements' section of the open call documents that suggests the importance of working to develop relationships with local organisations, projects and initiatives, and sharing the space, to maximise the potential of the space and increase the impact of the project. We don't have the resources to manage the space, so do want an 'anchor' tenant – though we will absolutely be clear that the incoming tenant will need to be flexible in sharing the space with other organisations – e.g. evenings, weekends, specific mornings, etc. TfL don't want to have a chain of sublets, though are supportive of ensuring that the space becomes the community hub we've talked about.

We've also included reference to the MoL and LEAP in the open call document for the Brondesbury Bridge mural – we've sent that to [REDACTED] at LB Brent (they're leading on the commission) for sign off, but don't anticipate too many challenges to the proposed amendments to that document.

We're yet to hear back from the Press Office. If we do and we go out to press before COP tomorrow, we'll include reference to the MoL and LEAP there too, using the text provided. If we don't, we'll do so within the webpage we create to direct interested people to.

We've been discussing 2c Maygrove Road with [REDACTED] at TfL since [REDACTED] departure. [REDACTED] can be contacted on [REDACTED] [REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk). We're probably due a check in with TfL colleagues soon actually – did you want to join the next one?

Happy to discuss.

Thanks,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** [REDACTED] <[REDACTED]@london.gov.uk>

**Sent:** 17 March 2022 14:59

**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>

**Subject:** RE: Kilburn

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]

Thanks for showing us around Kilburn yesterday – it was very enjoyable despite the rain!

Given timelines – some very headline comments which are relevant across the press release and the open call. Will you also be sending across the updated contract/project governance arrangements?

- Logos – please include the supported by the Mayor of London logo, and the LEAP logo across all project documentation. @ [REDACTED] [REDACTED] do we also need to include power to change? There is no need to include the Greater London Authority logo.
- Inclusion of details of the High Street for All Challenge Kilburn High Road project and funding amount- Understand that this project aligns with the wider principles of the Camden Future High Streets – but the comms would benefit from some detail about the ambition around partnership working and local capacity building and ambition to develop a portfolio of locally informed projects and capacity to feed into the future of the neighbourhood

- 2c Maygrove – is the ambition here that this is operated by someone who share the space with multiple group/activities? Are there terms in the lease (can it be sublet at a cost) that could support this? Aware the that utilities, fit out/kit out and business rates requirements might be prohibitive
- Include formal description of LEAP, and the Mayor's High Street for All Challenge fund in the notes of the press releases (below)

On TfL – agree there is a conversation to be had about how project funding is allocated to the fit out, but I don't think that this needs to delay the issue of these open calls. Please can you remind me who is leading from TfL?

Thanks

[REDACTED]

## Notes

The [High Streets for All Challenge](#) is the Mayor of London's £4m fund to support

local partnerships to bring forward and co-design innovative high street recovery strategies and proposals. Each strategy can address common and local challenges and underpin the public re-imagining of high streets and town centres across London.

Supported by the [London Economic Action Partnership \(LEAP\)](#), the Challenge will provide targeted advice and up to £4 million of strategic enabling funding to inspire and help form these partnerships, prepare strategies, propose projects and test their effectiveness. It will support local engagement and promote a culture of ideas, experimentation and invention and build a pipeline of schemes for future investment opportunities.

[REDACTED]

[london.gov.uk](https://london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 17 March 2022 10:42

**To:** [REDACTED] <[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

**Subject:** Kilburn

Hi [REDACTED]

Really good to see you and [REDACTED] yesterday. It was great to meet everyone and for people to see the opportunities in Kilburn, albeit through driving rain!

As discussed, I'm sending over the two updated briefs – they are the only documents that will be made public via open calls.

We're working towards going live with both open calls tomorrow, though we're still waiting on our Press Office to confirm whether we can go ahead.

I've also attached the press releases for each project. If we do press releases, these drafts will be enhanced by our Press Office.

We have a backup option in case the Press Office say no – we'll use the same content to create webpages, go live and do more direct promotion of the two opportunities.

Due to the rainy conditions, we didn't get to see 107 Kingsgate Road – please see a photo attached for reference.

Do let us know your thoughts on the complexity with funding and TfL's involvement. As we discussed, TfL is providing an asset, making it safe and white boxing it. With GLA agreement, we then plan to provide the incoming use with a small pot of funding to make it their own – we'd prefer to do this via TfL as it'd be more straightforward with it being their asset and them having the contacts and experience to carry out the works. However, there are other options and we can perhaps discuss them that in the coming weeks, as it doesn't appear to impact us at the open call stage?

Happy to amend anything.

Have a good day.

Thanks,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] [REDACTED]

**Sent:** 16 March 2022 13:22

**To:** [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; [REDACTED] [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Cc:** [REDACTED] <[REDACTED][camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>; [REDACTED] [REDACTED]

<[REDACTED][camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>

**Subject:** RE: Check in - Agenda

H [REDACTED]

Look forward to catching up soon in Kilburn.

Thanks too for the feedback on the content within the grant appendices.

I've responded in red in your email, [REDACTED] – though likely easier to discuss later!

Thanks,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 16 March 2022 10:34  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: Check in - Agenda

Hi [REDACTED]

Welcome back! Yes 2pm at Kilburn underground station.

Looking forward!

[REDACTED]  
Senior Planner

Telephone:



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 15 March 2022 21:24  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** Re: Check in - Agenda

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED] all,

Just to say I'm back from leave and planning to join the Kilburn walk around tomorrow... believe we're meeting at 2pm at the Underground station? Let me know if any changes! I'll be on [REDACTED]

See you then,

[REDACTED]

[REDACTED]  
Interim Area Manager, Regeneration  
GREATERLONDONAUTHORITY

169 Union Street, London, SE1 0LL  
[redacted] [london.gov.uk](http://london.gov.uk)

[london.gov.uk](http://london.gov.uk)  
[Sign up to the Regeneration Newsletter](#)

---

**From:** [redacted] [redacted] <[redacted] [camden.gov.uk](http://camden.gov.uk)>  
**Date:** Monday, 14 March 2022 at 10:13  
**To:** [redacted] [redacted] <[redacted] [london.gov.uk](http://london.gov.uk)>, [redacted] <[redacted] [camden.gov.uk](http://camden.gov.uk)>  
**Cc:** [redacted] [redacted] <[redacted] [camden.gov.uk](http://camden.gov.uk)>, [redacted] [redacted]  
<[redacted] [london.gov.uk](http://london.gov.uk)>  
**Subject:** RE: Check in - Agenda

That sounds like a much better idea! Really glad you can make it to Kilburn on Wednesday, looking forward to seeing you then.

Best,

[redacted] [redacted]  
Senior Planner

Telephone:



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [redacted] [redacted] <[redacted] [london.gov.uk](http://london.gov.uk)>  
**Sent:** 14 March 2022 10:06  
**To:** [redacted] [redacted] <[redacted] [camden.gov.uk](http://camden.gov.uk)>; [redacted] [redacted] <[redacted] [camden.gov.uk](http://camden.gov.uk)>  
**Cc:** [redacted] [redacted] <[redacted] [camden.gov.uk](http://camden.gov.uk)>; [redacted] [redacted]  
<[redacted] [london.gov.uk](http://london.gov.uk)>  
**Subject:** RE: Check in - Agenda

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [redacted]

Thanks for sending across these times – I'm actually in external meeting on Wednesday morning and all day Thursday. Perhaps we could talk about this after the site visit on Wednesday?

Thanks,

[redacted]

[redacted]  
[redacted]

[london.gov.uk](#)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 11 March 2022 17:30  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: Check in - Agenda

Afternoon [REDACTED]

I hope you are well.

Thank you for your comments on the contract and two briefs. We will get revised documents back to you early next week.

Please could we arrange a meeting on when [REDACTED] is back from leave. We are available at the following times:

Wednesday 16<sup>th</sup> 12:30-1:30pm or 5pm  
Thursday 17<sup>th</sup> between 9-11:30am

Thank you,

[REDACTED]  
Senior Planner

Telephone:



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 09 March 2022 19:58  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: Check in - Agenda

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]

Apologies for the delay getting back to you - I've had a good look through the contract and thinks it takes a really pragmatic approach. I have a few queries/suggestions which I have outlined below:

- The design development (where relevant) and engagement, and governance and decision making sections could benefit from some more detail –about who, when and how project decisions will be made, and how this might change as the CID develops and the project progresses. **We can do this ASAP.**
- We have also been asked to input something more specific on the CID element along the lines of:
  - o *£40,000 of the funding allocated is ringfenced to support actions leading to the establishment of a Community Investment District, 50% of which will be released upon the production of a costed development plan.*
  - o *As a condition of that funding, Camden agrees to participate fully in the process of creating a Community Improvement District, and to engage fully with the appointed facilitator to deliver the outcomes identified as part of that process within the agreed timeframe.*

**Noted.**

- I need to check about the allocation of HSFA funding to TfL, as I'm not sure that this is possible. Can I check is TfL contributing the strip/out fit out? Are TfL still open to aligning their community engagement around the arches with this project?

**It'd be good to discuss this. TfL will be funding the works to make the space safe and white box it. From then, it'll be licensed to a community group / start up / etc (tbc via competition) – at that point, we'll provide the incoming user with some funding to make the space their own.**

**TfL plan to run their engagement events there, the first being in May 2022. More broadly, whilst we want one organisation to use the space as an anchor licensee, we will require that they provide space for other community-focused events.**

- The two briefs that you shared need to provide clarity about the role of the Mayor of London (sorry!) and the objectives of the HSFA fund. Without some detail of this project, I'm not sure the full ambition for 2c Maygrove as a flexible community and engagement space is that clear as the brief is currently set out.

**We can add a clear reference to the GLA HSFA work and its ambitions – and ensure that those ambitions (around community and working towards greater local participation) are clearly in there too.**

Happy to jump on a call tomorrow or Friday.

Thanks

[Redacted]

[Redacted]

[london.gov.uk](https://london.gov.uk)

---

**From:** [Redacted] <[Redacted]@camden.gov.uk>

**Sent:** 08 March 2022 17:20

**To:** [Redacted] <[Redacted]@london.gov.uk>

**Cc:** [Redacted] <[Redacted]@camden.gov.uk>; [Redacted] <[Redacted]@camden.gov.uk>

**Subject:** RE: Check in - Agenda

Hi [Redacted]

Sorry for the copious emails. I hope all is well.

I just wanted to let you know that I'm going on leave tomorrow and will return on Wednesday.

Please could you email any response to [REDACTED] and [REDACTED] in the meantime? Thanks so much.

Once you're happy, and all being well, we hope to press on with comms ahead of the pre-election period to raise awareness of the two opportunities.

Thanks,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] [REDACTED]

**Sent:** 07 March 2022 16:25

**To:** [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Cc:** [REDACTED] <[REDACTED][camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>; [REDACTED] [REDACTED]  
<[REDACTED][camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>

**Subject:** RE: Check in - Agenda

Hi [REDACTED]

Thanks for your email – I hope you're feeling better?

Of course – please find attached the open call documents for 2c Maygrove Road (seen and shaped by TfL) and the artist brief for the Brondesbury Bridge project (led by Brent and shaped by Camden's Arts team).

Happy to discuss.

All the best,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 07 March 2022 13:06  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>  
**Subject:** Re: Check in - Agenda

Hi [REDACTED]

I will aim to get the contract back to you by COP with comments. In the meantime please can you share the briefs for the two procurements that you have outlined above?

Thanks,

[REDACTED]

Get [Outlook for iOS](#)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** Friday, March 4, 2022 1:45:15 PM  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>  
**Subject:** RE: Check in - Agenda

Hi [REDACTED]

Hope you're well.

I just wanted to flag a potential issue around timescales with the initial catalyst projects that we plan to fund via GLA funding.

We are ready to promote two of the projects publicly – to go live with a brief to connect with an artist to work with local people to design a mural for Brondesbury Bridge and to seek proposals for the vacant, TfL-owned space at 2c Maygrove Road via an open call.

The pre-election period presents a bit of a harsh deadline for us – if we are to progress with these projects, we need to go out next week.

However, we respect the fact that this is GLA funding and that we can't press on without your support – or, in a more formal sense, the contract being signed by the GLA and Camden.

Appreciate it'll be a super busy time at the GLA too; do you have a sense of when we might get the contract signed, assuming there are no outstanding issues to talk through?

Thanks, [REDACTED]

Have a good weekend!

All the best,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED]

**Sent:** 02 March 2022 14:17

**To:** [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Cc:** [REDACTED] <[REDACTED][camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>; [REDACTED]

<[REDACTED][camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>

**Subject:** RE: Check in - Agenda

Hi [REDACTED]

Hope you're having a nice week.

I just wanted to share an updated version of the Stage 3 contract – this time with a fully completed social impact section.

As before, we're super happy to provide further information as required.

Once you're happy, we can get this signed off quickly. We're quite keen to confirm support for the projects we've scoped further, though appreciate the need to do things properly.

Happy to discuss!

Thanks,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED]  
**Sent:** 23 February 2022 15:57  
**To:** [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>  
**Cc:** [REDACTED] <[REDACTED][camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>; [REDACTED]  
<[REDACTED][camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>  
**Subject:** RE: Check in - Agenda  
**Importance:** High

Hi [REDACTED]

Hope you're well?

Thanks for the invitation to the session on Tomorrow's Market 2.0 today – really enjoyed it. Particularly enjoyed Troy's 'live from Somers Town' section!

Thanks too for sharing the Stage 3 contract with us. We've completed the sections required (I think!) – please could you let us know if there's anything missing?

Our colleague [REDACTED] (Chief Planner) is likely to be the person who will sign this off. Once you'd had a moment to scan it, we'll ask [REDACTED] to review and sign it.

We're really keen to process this quite quickly as our projects are developing at pace (though hopefully not so fast as to be misaligned with the CID, as discussed) – we're approaching the point of discussing funds for projects are keen that the GLA is happy with what we're doing and don't wish to promise anything to partners that we can't deliver. If you could flag any concerns at this stage, please, I'd be really grateful.

It's a small point within the contract, but we did want to pick up on this point -

9.2 *All publicity generated by the Recipient referring to the Mayor of London and/or the Authority 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.*

Whilst we will of course follow any expectations around comms, it'd be good to pick up on this when we next meet so that we can ensure we're prepared to do things in the right way.

Happy to discuss any of the above.

I will follow up with the draft brief for the Brondesbury Bridge project. Was there anything else you'd like to check over at this point? I've attached a slide update on projects by way of reminder of where we're at with the projects.

Thanks,  
[REDACTED]

[REDACTED]  
Principal Planner

Telephone: 020 7974 [REDACTED]

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 14 February 2022 17:28  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>  
**Subject:** RE: Check in - Agenda

Hi [REDACTED]

I think it makes sense, if it's possible, to at least get a draft of the contract in place – and in particular to agree governance and decision making arrangements (in particular taking into account the partnership) as well as the procurement and design management approach for the project. It would be great to see the brief for the Brondesbury bridge work too.

You will have seen that I sent across an invitation on Wednesday for a session to introduce Power to Change/CIDs. They have suggested that the invite is extended to include key members of your partnership. Would this be a suitable time to bring Brent and TfL into the conversation, as well as any members of the local community groups who might become ambassadors for this project? If it's too short notice however, the team are keen to set up a some time to come and visit the area and have a meeting face to face.

Thanks and see you on Wednesday – logos and brand guidance attached.

[REDACTED]

Thanks

[REDACTED]

[REDACTED] [REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]**

**london.gov.uk**  
[REDACTED]@london.gov.uk

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 08 February 2022 11:10  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>  
**Subject:** RE: Check in - Agenda

Hi [REDACTED]

Thanks for sharing the contract – I'm going through it at the moment.

We have one project that's moving ahead at pace – the Brondesbury Bridge mural project. You'll recall we're working with Brent on this one. There's a hope to get an artist brief (incl. your 'supported by the Mayor of London logo) out next week, hopefully leading to some great proposals! This will be the start of a process that will, hopefully, be completed by September.

Can we press ahead with the process, even though we haven't signed the contract? No funding will be needed for a little while (e.g. end of April 2022 according to our draft project schedule), but I appreciate the start of the process to commission is still relevant to the GLA, as funder.

As I mention, I'll get the detail in the contract and send over to you ASAP.

On a related point, do you have a lovely hi res logo?

Thanks,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>

**Sent:** 04 February 2022 10:59

**To:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>

**Cc:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] [REDACTED]  
<[REDACTED]@camden.gov.uk>

**Subject:** RE: Check in - Agenda

Hi all – attaching the draft contract - there a few things it would be good to talk through.

[REDACTED]

[REDACTED] [REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA**

DD: 020 7084 [REDACTED] Mobile: [REDACTED]

[london.gov.uk](https://www.london.gov.uk)

[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 03 February 2022 17:28

**To:** [REDACTED] <[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

**Subject:** RE: Check in - Agenda

Hi [REDACTED]

Look forward to catching up tomorrow.

For reference, please find attached some quick slides that give an overview of progress with the work since we last spoke.

Have a good evening.

Thanks,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] [REDACTED]

**Sent:** 02 February 2022 12:38

**To:** [REDACTED] <[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

**Subject:** RE: Check in - Agenda

Hi [REDACTED]

Thank you for your email and the update. Good to know Power to Change have appointed a facilitator; it'll be great to meet them soon. Here are some dates that work for us for that introductory meeting:

&#0;. 4pm on 10<sup>th</sup> February

&#0;. 4pm on 16<sup>th</sup> February

&#0;. Any time on 18<sup>th</sup> February

Do let me know if those don't work and I'll delve back into diaries.

Looking forward to catching up on Friday to update you on progress with the work and to check in on the Community Improvement District early thinking too. I'll share some project update slides beforehand so that we can make the most of the time we have!

Thanks for sharing the information on raising an invoice; I'll do that this week.

All the best,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Sent:** 01 February 2022 14:56

**To:** [REDACTED] [REDACTED] <[REDACTED][camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>

**Cc:** [REDACTED] [REDACTED] <[REDACTED][camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>; [REDACTED] [REDACTED] <[REDACTED][camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>; [REDACTED] [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Subject:** RE: Check in - Agenda

Hi [REDACTED]

Apologies for the delay getting back to you.

We've just heard from Power to Change that they have appointed a facilitator to work with you on the this project. They have requested that I seek three dates that could work for an introductory meeting.

In the meantime, I'm hoping to issue your draft contract before the end of this week, and perhaps we could meet on Friday to discuss. Do you have any time after 11am?

In terms of HSFA Stage 2 expenditure, the easiest thing to do is claim for your forward funding. If you send me an invoice for £10,000 quoting PO 3101224616 /10, I will process things on my side. You should address your invoice as per the details below. I've also attached a claim form, in which you will eventually (post forward funding) need to detail and evidence your expenditure.

Greater London Authority Accounts Payable P.O. Box 45276 14 Pier Walk London SE10 1AJ Telephone: 0343 222 51

Let me know if Friday works for you, and I'll send across an invite.

[REDACTED] [REDACTED]

Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]

london.gov.uk

[REDACTED] [london.gov.uk](https://london.gov.uk)

---

From: [REDACTED] <[REDACTED]@camden.gov.uk>  
Sent: 28 January 2022 17:18  
To: [REDACTED] <[REDACTED]@london.gov.uk>  
Cc: [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>  
Subject: RE: Check in - Agenda

Hi [REDACTED]

Hope you've had a good week!

I wondered if you'd like to catch up at some point over the next week or two?

We were also wondering whether it could be possible to draw down some or all of the Stage 2 funding. If so, aside from an invoice, what else do you need from us? Thanks

Have a lovely weekend.

All the best,

[REDACTED]

[REDACTED]  
Principal Planner

Telephone: 020 7974 [REDACTED]

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

From: [REDACTED]  
Sent: 13 January 2022 17:02  
To: [REDACTED] <[REDACTED]@london.gov.uk>  
Cc: [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>  
Subject: RE: Check in - Agenda

Hi [REDACTED]

Hope you're well? Happy New Year!

I wondered if there was a good time to check in over the next week or two on the work in Kilburn?

Thanks

All the best,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] [REDACTED]

**Sent:** 23 December 2021 10:46

**To:** [REDACTED] <[REDACTED][london.gov.uk](mailto:london.gov.uk)>; [REDACTED] london.gov.uk'

<[REDACTED][london.gov.uk](mailto:london.gov.uk)>

**Cc:** [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>; [REDACTED] [REDACTED]

<[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>

**Subject:** RE: Check in - Agenda

Hi [REDACTED] & [REDACTED]

Belated thanks for the catch up last week.

Look forward to updating you on progress with the planned projects next year.

Do let us know when we get the opportunity to meet Power to Change! In the meantime, we're pulling together some useful information to inform that conversation and the work more broadly.

Have a lovely break.

Thanks,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] [REDACTED]

**Sent:** 16 December 2021 13:55

**To:** [REDACTED] <[REDACTED][london.gov.uk](mailto:london.gov.uk)>; [REDACTED] london.gov.uk'

<[REDACTED][london.gov.uk](mailto:london.gov.uk)>

Cc: [redacted] <[redacted][camden.gov.uk](mailto:camden.gov.uk)>; [redacted]  
<[redacted][camden.gov.uk](mailto:camden.gov.uk)>

**Subject:** Check in - Agenda

Hi all

Look forward to checking in soon.

I thought I'd send over a rough agenda for our meeting –

- &#0;. GLA / HSFA Challenge update
- &#0;. Camden update – Stage 2 and Stage 3 projects
- &#0;. Power to Change / CID
- &#0;. Tomorrow's Market
- &#0;. AOB

Speak later on!

Thanks,

[redacted]

[redacted] [redacted]

Principal Planner  
Regeneration and Planning  
Supporting Communities  
London Borough of Camden

Telephone: 020 7974 [redacted]  
Web: [camden.gov.uk](http://camden.gov.uk)  
2nd floor  
5 Pancras Square  
London N1C 4AG



2c Maygrove Road: Work with us to activate a vacant space and bring exciting, impactful activities to the neighbourhood

## Open call for proposals

### 1. The opportunity

Camden Council and Transport for London (TfL), in partnership with the Mayor of London's High Streets for All Challenge, are seeking to activate vacant premises in Maygrove Road to bring new uses to Kilburn and positive opportunities for people within the neighbourhood. Owned by TfL, 2c Maygrove Road is a former fish and chip shop that sadly became vacant during the pandemic but can contribute to the local area as we recover.

We know that meanwhile uses can play a positive role in supporting high streets; giving people with exciting ideas the opportunity to try new things, presenting local people with opportunities to do something a little different and bringing life and colour to empty spaces.

The high street belongs to all of us and so many people want to make a difference within their neighbourhood; and have great ideas! We want the opportunity to be accessible. The opportunity is open to all - including individuals, start-up businesses and organisations - and the space is offered rent-free. In return, we want to see uses that bring tangible public value to local people and their local neighbourhood.

## 2. The space

2c Maygrove Road sits between the existing entrance to Kilburn Arches and the corner of Maygrove Road and Kilburn High Road. It is former fish and chip shop sitting below the historic Metropolitan Railway bridge serving Kilburn Station across the road and providing a strong frontage onto Maygrove Road.

The space was previously split in two; one side for service and display and another for storage.

The space will be provided with basic fit out so that it is safe for use and there will be an expectation that the operator provides decoration and furniture to make it work for their use. Likewise, we will expect that the space is run in a safe and complaint way.

## 3. The offer

Camden and TfL will offer participants the following package:

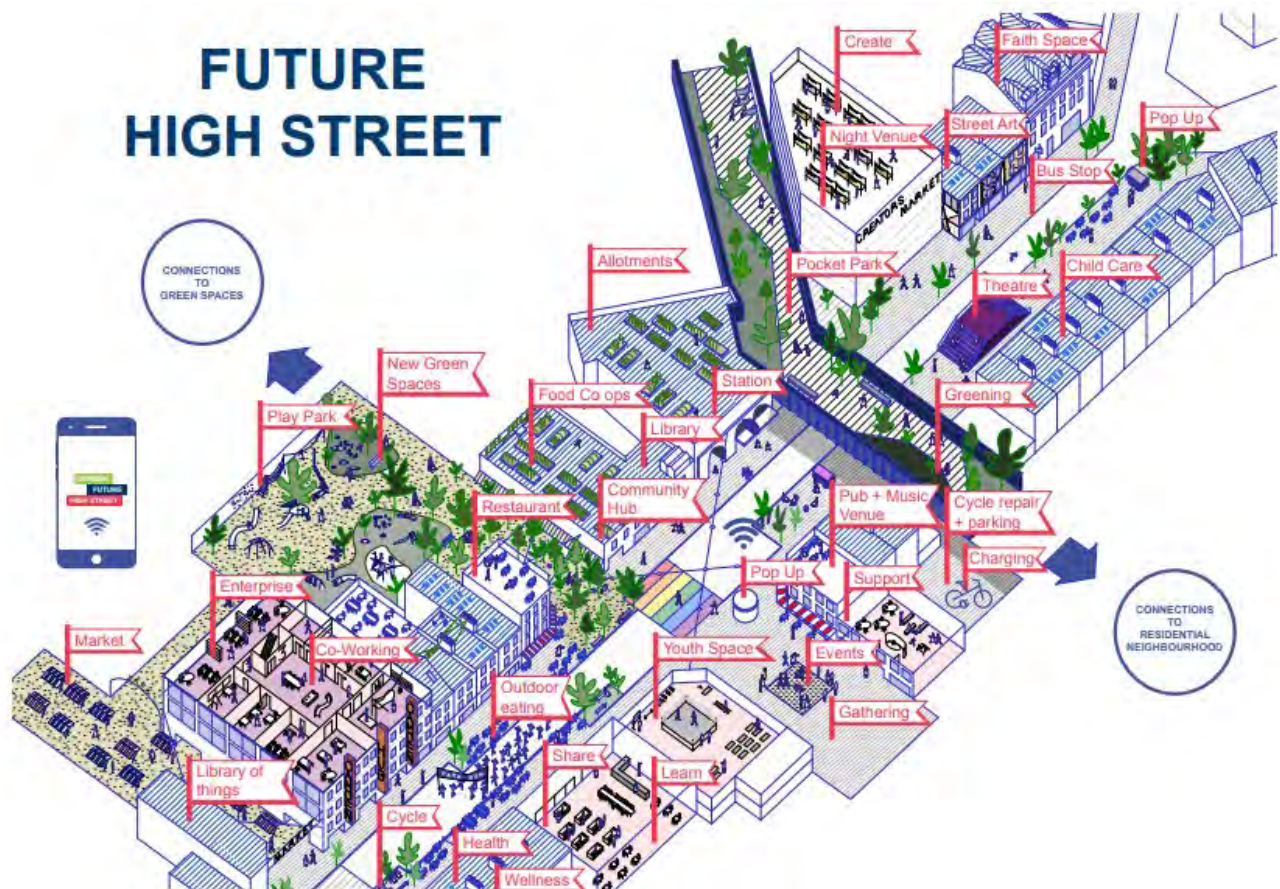
- Between 6-12 months use of the space (there may be the possibility of extension)
- Rent-free
- Support with day-to-day repairs and maintenance
- All other costs to be covered by the occupier, including utilities, any business rates, etc.

## 4. What we want to achieve

In the [Future High Streets prospectus](#), we set out how we want our high streets to:

*...be safe, family-friendly, environmentally responsible, diverse, accessible and vibrant places to shop, work, socialise, share knowledge and skills, network, learn, make, live and play.*

# FUTURE HIGH STREET



The prospectus also set out some key objectives for the Future High Streets programme:

## SUSTAINABLE & ACCESSIBLE:

High streets that are sustainable: better air quality, more greening, and accessible to everyone in the community within 15 minutes travel from their home

## INVITING PUBLIC REALM:

High streets that are inviting and enjoyable places to spend time: more space for people to meet, sit and socialise; more green, and less dominated by polluting vehicles

## COMMUNITY & ECONOMY:

High streets at the heart of community life and local economies: more jobs and training opportunities, increased innovation, entrepreneurialism and a greater role for local partnerships, collectives and community activity

## DIVERSE USES:

High streets with more diverse uses and less vacant space: increased leisure, workspace, community space, and culture; and appropriate activity day, evening and at night

## 5. Criteria

We think meanwhile uses can play a part in achieving these objectives within high streets and town centres across Camden, including within Kilburn. Proposals should respond to the vision and objectives set out in the Camden Future High Streets prospectus and summarised in section 3 and provided on the [Camden Council website](#).

We will also favour proposals that can demonstrate some or all of the following factors:

- Are appropriate for the space and surrounding area, responding to the specific context of Kilburn
- Will attract visitors and increase footfall in the neighbourhood
- Offer benefits and opportunities to local residents and/or businesses - we are interested in proposals that focus on Kilburn and improving the lives of local people
- Are able to use the space flexibly and share space with other uses where required
- Celebrate the contributions of Camden's diverse communities to the history and culture of the borough
- Generate positive publicity for the neighbourhood
- Ensure the space is open during regular business hours
- Are from organisations, businesses or individuals based in Camden and Brent – but this is not a requirement
- Those that are not in conflict with Council objectives and do not contravene planning and licensing guidelines
- Proposals should look to complement the existing assets within the neighbourhood, or do something different

## 6. Requirements

There are several requirements that prospective participants should note before submitting a proposal. Once the successful proposal has been selected by TfL and Camden, the potential occupier will be required to:

- Discuss and finalise detailed plans for the meanwhile use with Camden and TfL
- Sign a license before using the premises
- Return the premises in the same condition they receive them in and make good any damage
- Ensure the space is occupied and open during core business hours throughout the pop up (although exceptions can be negotiated for set-up, Sundays, private events etc.)
- Pay any business rates applicable to the building\*
- Purchase public liability insurance up to the value of £5m\*
- Acknowledge Camden and TfL support on all publicity and marketing materials relating to the meanwhile use
- Participate in a project evaluation and regular meetings for the duration of the meanwhile use to discuss progress and any supported needed

TfL will occasionally use the space for its engagement events with the local community. TfL will give reasonable notice to the occupier when they will need use of the space and will work with the occupier to make sure this minimises the impact on their activities. ***\*Business rates:***

According to the Valuation Office Agency (VOA), the rateable value for the property is £17,250. This is not the amount you would pay – please find details on the [VOA website](#).

**\*Public liability insurance:** Public Liability insurance covers any award of damages to members of the public because of injury or damage to their property caused by you. This type of insurance is offered by all major insurers.

## 7. Application process and eligibility

The opportunity is open to all. Please see below the key steps:

#	Milestone	Date(s)
1	Open to proposals	18 <sup>th</sup> March 2022
2	Q&A period for interested people to ask questions and find out more	w/c 21 <sup>st</sup> March 2022
3	Viewing dates	w/c 28 <sup>th</sup> March 2022
4	Proposal deadline	29 <sup>th</sup> April 2022
5	Shortlisting	w/c 9 <sup>th</sup> May 2022
6	Shortlisted applicants invited for interview	w/c 9 <sup>th</sup> - 16 <sup>th</sup> May 2022
7	Successful applicant notified	w/c 23 <sup>rd</sup> May 2022
8	Space provided to meanwhile use	June 2022 -

## 8. Useful information

Please see below links to documents that can be used to inform proposals:

	Document	Description	Link
a	Camden Future High Streets	The Camden Future High Streets prospectus was published in March 2021 and sets out our vision for high streets and some objectives	<a href="#">Camden Future High Streets prospectus</a>
b	Camden 2025	Camden 2025 outlines the council's plan to make the borough a place where everyone has a chance to succeed, where nobody gets left behind, and where everybody has a voice	<a href="#">Camden 2025</a>
c	Renewal Commission	Recognising the significant change that we have seen since Camden 2025 was written, the Renewal Commission report reflects on lessons of the pandemic, the inequalities it laid bare, and sets out 'missions' that can help us build a more equal and sustainable society	<a href="#">Camden Renewal Commission Report</a>
d	High Streets for All Challenge: Possibilities Playbook	The possibilities playbook developed by the GLA outlining their High Streets for All Challenge that Camden is participating in, with a focus on Kilburn. This programme was launched in March 2021	<a href="#">High Streets for All Challenge: Possibilities Playbook</a>

## 9. Please note:

- This invitation does not form a formal procurement or selection process and the Council and TfL are not committed to carrying out such a process. The Council and TfL will consider the responses received and will consider their future options. The Council and TfL is not obliged to accept any proposal, but the selection of any provider will be carried out in accordance with the Council's and TfL's decision making requirements. All correspondence, including this open call, remains subject to contract.
- Meanwhile uses are temporary in nature and, whilst this can be a positive thing, it does also create some uncertainty. Whilst we will endeavour to provide opportunities for as long as possible, it is important to note that meanwhile uses could be asked to stop if the situation changes and, potentially, this could be at short notice.

## 10. Contact us

Have a question? Please email us at [regenerationandplace@camden.gov.uk](mailto:regenerationandplace@camden.gov.uk)

## **Open call for proposals for free meanwhile premises in Kilburn**

Camden Council and Transport for London, in partnership with the Mayor of London's High Streets for All Challenge, are running a competition to identify a partner with the ideas and capacity to bring to life vacant premises in Kilburn's Town Centre.

The space will be offered rent free for an agreed period for up to 12 months. In return, the selected partner will be expected to encourage people to visit Kilburn's Town Centre by offering something new and exciting, whilst also bringing about opportunities for local residents.

The project is part of the [Camden Future High Streets programme](#) and funded by the Mayor of London. The programme aims to work with partners across Kilburn to ensure that our high streets are safe, family-friendly, environmentally responsible, diverse, accessible and vibrant places to shop, work, socialise, share knowledge and skills, network, learn, make, live and play.

We know that meanwhile uses can play a positive role in our high streets, giving people with exciting ideas the opportunity to try new things and local people with opportunities to do something a little different and bringing life and colour to empty spaces.

We therefore want to hear from organisations, social enterprises, start-ups and others that have ideas to activate 2c Maygrove Road to the benefit of local residents and their neighbourhood.

To submit a proposal, applicants will need to clearly outline how proposals respond the criteria set out within the project brief and demonstrate how they support Camden Future High Streets' vision and objectives. That vision and objectives are set out within in the [High Streets Prospectus](#).

**The deadline for proposals is 23:59pm on xxxx.**

**Find out more and submit a proposal online.**



**Commission of Public Art for Kilburn Town Centre 2022**

**Open Call for Mural Artists' Expression of Interest**

**DRAFT 15.03.22**

## **Introduction**

This expression of interest is being led by Brent Council on behalf of Brent and Camden councils.

The commission is being supported by Brent's Neighbourhood Community Infrastructure Levy (NCIL) and funding secured by Camden through the Mayor of London's High Streets for All Challenge. We want to identify an artist to work with local people to create a public art installation on the north and south facades of the Network Rail bridge spanning our shared Kilburn High Road at Brondesbury Station that:

- promotes Kilburn
- is accessible to residents and visitors
- is relevant to the local historic, cultural and demographic context
- is an enhancement to the town centre's public realm
- is durable and will act as a permanent feature.

Both Councils wants art, culture and heritage to be at the heart of our plans to improve the town centre. We are keen to ensure that residents and businesses are engaged in this as a local public art project and develop a greater sense of ownership for the local area.

Our objectives are to introduce features into the public realm that:

- support economic growth within Kilburn town centre
- attract residents and visitors into the town centre
- encourage visitor flow south along Kilburn High Road from Kilburn (Jubilee line) tube station, which is the main gateway into the area
- reflect and enhance the heritage and cultural identity of the town centre
- help develop and enhance a sense of ownership and local pride.

## **Background**

Brent is a vibrant north-west London Borough spanning both inner and outer London. It is a borough of huge contrasts in terms of its economic, ethnic and social make up. Brent's long history of ethnic and cultural diversity has created a place that is truly unique and valued by those who live and work here.

Camden is a borough with a rich history and is renowned for its vibrant cultural scene, impressive educational sector and flourishing start-up communities. Camden is home to huge economic value, but the ability of local people to benefit from the full extent of the wealth that exists in the borough remains limited. The borough has a proud, rebellious spirit that throughout its history has seen communities come together to tackle problems, and to bring about genuine social change.

Town centres are critical to both borough's economies as the places we live, work, shop, relax and access vital services. Kilburn High Road is a shared ecosystem of employment, shopping, leisure and services. We want it to be a thriving business hub and local community space with a diverse local offer where people can live, work and spend their leisure time.

The town centre faces challenges from changes in consumer behaviour, new retail models, the growth in online shopping and competition from out of centre retail

development, all compounded by the extraordinary impact of the COVID-19 pandemic. Public realm therefore plays an important role in attracting people into town centres and the addition of public art will contribute to enhancing the local environment, encourage visitors, increase footfall and boost trade to keep the High Road at the dynamic heart of the neighbourhood.

## **About Kilburn**

Kilburn is one of London's 35 major town centres and is situated along Kilburn High Road, straddling the two local authority areas of Brent on its eastern side and Camden on its west. Kilburn serves its local communities through a mix of daytime national and independent retail and has a strong, locally designated, evening economy with a mix of restaurants and bars and the regionally important Kiln theatre and cinema.

Brent and Camden's shared vision for Kilburn is:

*Kilburn Town Centre will be a bustling day, evening and night time neighbourhood within which to live, work, shop, relax and access services. We will improve the experience of Kilburn town centre as a place which reflects its diverse and energetic communities, introduce welcoming public realm enhanced to healthy street standards and exciting new uses that provide opportunities for social and economic activity.*

We want to celebrate Kilburn as a place rich in culture and history and as a melting pot of different cultures and backgrounds and promote it as an exciting, vibrant and dynamic destination that provides a unique visitor, shopping, service and leisure experience. As part of our wider town centre aims, we want to celebrate the culture, heritage and identity of the area and for this to be visible through public art enhancements.

Public consultation in 2019 provided the following insights into what local people value and consider important about Kilburn as a place:

- The High Road: A Roman Road known as Watling Street and once a famous duelling spot.
- People: particularly Kilburn's Irish heritage (the area was once known as 'County Kilburn') Caribbean community and, more recently, newer migrant communities including Latin American, Middle Eastern and Filipino.
- Music: the High Road was once famous as 'The Music Mile' with many concert venues and associated famous bands plus long associations with reggae music.
- Famous Residents: George Orwell, HG Wells, AA Milne and Gerry Anderson.
- Notable buildings (past and present): Gaumont State Theatre, Kilburn National, Kilburn Priory and the Kiln Theatre.

## **Brief**

To deliver a prominent mural on the north and south facades of the Network Rail owned Brondesbury Station rail bridge, with a design informed through engagement with local communities that reflects the culture, heritage and diversity of the local area and provides a recognisable beacon for the area that promotes Kilburn positively to a wide and diverse audience locally and across London.

The mural must be painted directly onto the bridge in order that Network Rail can ensure the structural integrity of the bridge is maintained as part of its ongoing maintenance

programme. The width of the bridge is approximately 21m with a ground clearance of 4.85m (15'-9").

## **Design requirements**

We expect the design proposals:

- To enhance the environment for residents, workers and visitors
- To demonstrate high quality, challenging and innovative design
- To understand the Kilburn context
- To meet all technical requirements and approvals as required by Network Rail
- To be deliverable within the available budget. This will take into account the cost of painting materials (including any undercoating and protective coatings necessary to secure the mural's long-term future) and equipment necessary to gain access to the bridge.

Although the bridge is located at Brondesbury station, we want to promote Kilburn High Road as a destination and require the design to identify as Kilburn, not Brondesbury.

## **Community engagement**

We want local people in Kilburn to be at the heart of the design process. The creation of the public art must therefore include community workshops to be held in June for residents and local stakeholders to give their ideas for the theme and content of the mural and for the artist to feedback on their completed design.

Brent and Camden officers will support these workshops by securing a local venue and providing officer support to facilitate and promote them to a diverse range of local audiences.

## **Technical implementation**

The artist will provide a detailed project plan, schedule of delivery and technical brief setting out how they will paint the mural to required health and safety standards. This will be mutually agreed with Brent and Camden Councils and together with the approved design, submitted to Network Rail for their technical approval.

The artist will work with both Councils to ensure all of Network Rail's technical requirements are met and approval is obtained (expected timescale 1-3 months).

The artist will work both local authorities and their Highways teams to obtain highways and advertising consents (where required) and ensure safe project implementation.

The artist will be responsible for any necessary surface preparatory works on the bridge prior to painting, to be informed by a Network Rail condition survey.

No works shall proceed without the prior approval of Network Rail as owners of the asset and Brent and Camden Councils as the project owners.

## Project Duration

Following the commissioning of the artist, the project will commence in June and finish by the end of November, lasting a maximum of six months. We anticipate the artist will be on site to paint the mural over a six-eight week period during September - November.

## Timetable

Dates (2022)	Action
18/03/22	Expression of interest launched
30/03/22 or 05/04/22	Artist site tours
15/04/22	Expression of interest closes
w/c 25/04/22	Shortlisted artists invited to interview
06/05/22	Successful artist notified
27/05/22	Contract signed
w/c 20/06/22	Community workshops x 2
w/c 18/07/22	Community workshop (feedback on artist design)
15/08/22	Submission of technical documents to Network Rail
16/09/22	Technical consents obtained from Network Rail
26/09/22	On site preparation and painting
04/11/22	Project completion and publicity launch

## Budget

Up to £70,000 is available and we would expect the artist to present a proposal that can be delivered within this. The budget should allow for:

- artist fees (up to 20% of total budget)
- workshop costs (displays/materials)
- materials including paints and scaffolding
- cost of hire for a cherry picker
- site costs (e.g. preparation, security)
- travel and expenses
- maintenance costs (for a minimum period of two years following mural completion)
- contingency fees
- maintenance plan
- street plaque explaining the work with funder logos
- evaluation report.

The artist will be paid the full cost of the project, according to a payment schedule agreed in advance with Brent and Camden Councils.

The artist will be responsible for paying and managing all production costs and suppliers.

A 10% sum will be held back to cover any maintenance costs for the two year period following completion.

## Site tour (prior to submission of Expression of Interest)

Artists interested in submitting an Expression of Interest are required to attend a site tour, led by Brent and Camden officers to obtain further insight into project.

The site visits will take place **Wednesday 30 March at 11am** or **Tuesday 5<sup>th</sup> April at 11am** meeting outside Kilburn (Jubilee line) tube station.

## Submission process

All expressions of interest should be returned to both [redacted] [brent.gov.uk](mailto:breit@brent.gov.uk) and [redacted] [camden.gov.uk](mailto:camden@camden.gov.uk) in one email with the subject heading 'Kilburn Mural' followed by your name by **5pm on Friday 8 April**.

We welcome applications from artists of diverse backgrounds including gender, sexual orientation, race and ethnicity.

All expressions of interest must contain the following:

1. Full name and contact details of entrant including postal address, contact number and email.
2. A brief cover letter as an expression of interest with a relevant 200 word description about you/your studio along with any relevant previous experience.
3. A short paragraph of 250 words on why you are interested in being involved in the project. You may wish to include some thoughts about your vision on public art, place making, approach to community participation and engagement, benefits to the local community and attracting different visitors to Kilburn, including initial reactions you may have to the brief.
4. An image led portfolio of works relevant to this commission with a minimum of 3 examples\* (no more than 8 A4 sides, please send as a PDF) of your public art projects and design led place making projects. Unrealised designs are also accepted; however it is essential to be able to demonstrate a capacity to deliver durable physical interventions to a high standard.  
*\* Please do not send image or video files.*
5. Evidence that the mural artist is registered with HMRC as self-employed. A tax reference number must also be provided.
6. Evidence of public liability insurance up to £5m and professional indemnity insurance up to £1m.
7. A budget breakdown for all elements itemised in the budget section.
8. Outline of programme timeline.

Links to online content are acceptable.

## **Selection criteria**

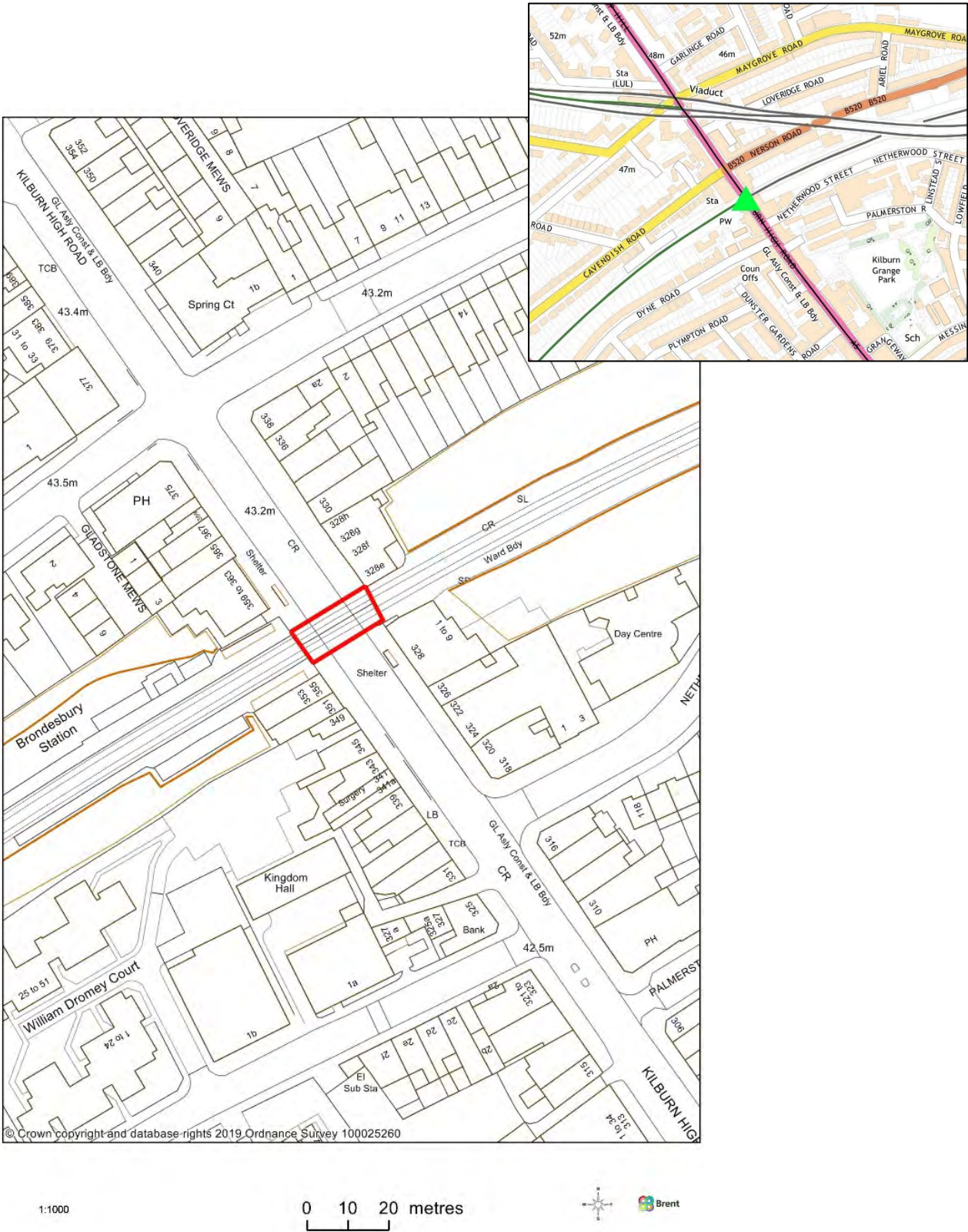
Representatives from Brent and Camden Councils and selected local community members (to be advised) will be involved in the shortlisting, interview and selection process.

Proposals will be evaluated against the following criteria:

- Artistic quality
- Heritage, culture and diversity outcomes
- Previous experience in delivering similar projects working inclusively with a wider range of stakeholders
- Approach to community participation and engagement
- Positive benefits for local community, economy and environment
- Sensitivity to equality and diversity aspects of local community
- Value for money and financial sustainability of the idea.

Appendix 1: Location map

Brondesbury station, Kilburn High Road NW6 7QB

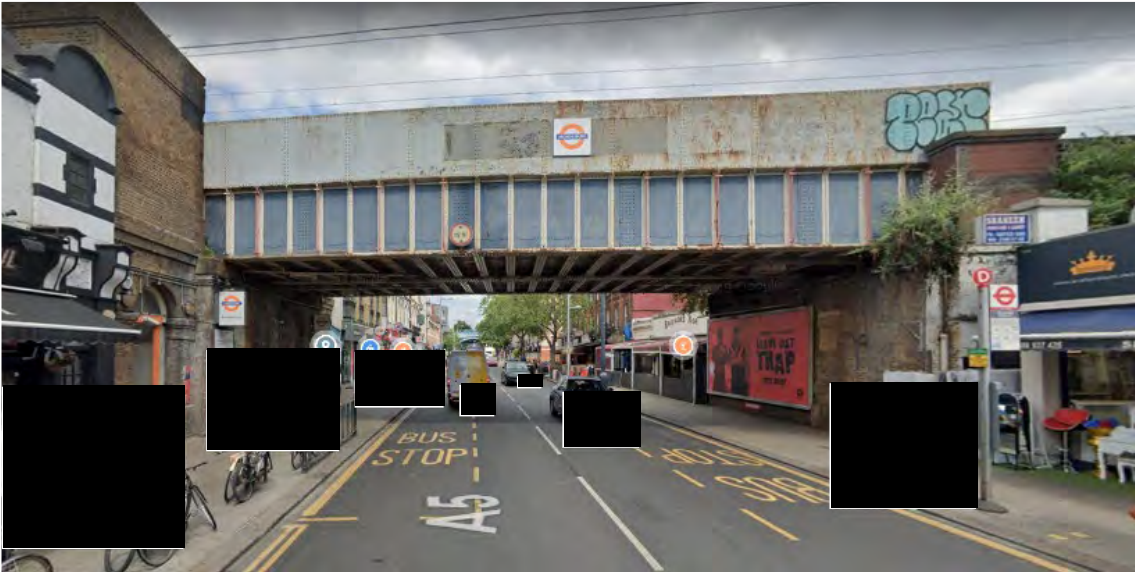


Appendix 2: Location pictures

Brondesbury station bridge: north façade



Brondesbury station bridge: south façade



## **Open call for artists**

Brent Council and Camden Council are pleased to launch an open call to identify an artist to work with local people to design a mural for Kilburn Town Centre.

We are commissioning a public art installation on the north and south facades of the Network Rail bridge spanning Kilburn High Road at Brondesbury Station.

We are looking to deliver a prominent mural, with a design with local communities that reflects the culture, heritage and diversity of the local area and provides a recognisable beacon for the area that promotes Kilburn positively to a wide and diverse audience locally and across London.

The commission is being supported by Brent's Neighbourhood Community Infrastructure Levy (NCIL) and funding secured by Camden through the Mayor of London's High Streets for All Challenge

For more information on the artist brief and submission process please see [attached Expression of Interest](#).

All expressions of interest should be returned to [REDACTED] [brent.gov.uk](https://www.brent.gov.uk) with the subject heading 'Kilburn Mural' followed by your name by **DATE**.



Kingsgate Community Centre  
107

DELIVERY  
AND  
STAFF  
ENTRANCE

Kingsgate  
Community  
Centre  
"Serving the needs of  
the local community"  
Services for  
Adults & Children,  
Arts, Leisure,  
Education & Advice  
Room Hire Available  
General Enquiries: 020 7228 8888  
Bookings: 020 7228 8888  
Kingsgate Community Centre

[REDACTED]

---

**From:** [REDACTED] <[REDACTED]@powertochange.org.uk>  
**Sent:** 17 March 2022 17:58  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Re: Thank you

Hi [REDACTED]  
I'm really glad to hear the visit went well despite the wet weather. Thanks for the interesting summary of confirmed and potential projects for Kilburn. Also good to see there's energy in the project with a follow up meeting being planned soon.  
Looking forward to hearing progress updates through [REDACTED] and [REDACTED] and hopefully I'll come and visit on another occasion when your plans have developed a bit more.  
Good luck with the next steps,  
With best wishes,  
[REDACTED]

---

**From:** [REDACTED] <[REDACTED]@themeans.co.uk>  
**Sent:** 17 March 2022 17:03  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@themeans.co.uk>; [REDACTED] <[REDACTED]@brent.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@powertochange.org.uk>; [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** [EXTERNAL]Re: Thank you

Thanks for this, and you did a great job in the conditions yesterday.  
Wednesday next, the 23rd works. Let me know whether you feel there would be further benefit in revisiting site. Or we can come to you, either way it would be good to sit around a table.  
You're welcome to come to our office.  
On reflection I thought the visit to the Low Line arches would be best reserved for when we get more stakeholders on board.  
Best wishes  
[REDACTED]

Sent from my iPad

On 17 Mar 2022, at 11:08, [REDACTED] <[REDACTED]@camden.gov.uk> wrote:

Hi [REDACTED] & [REDACTED] (& all)  
Thanks very much for yesterday.  
It was really good to meet properly and to see Kilburn.  
Please find a summary of what we saw yesterday and a few notes on those points in the street (there is also reference to a couple of things we may have missed – marked with an \*)  
As it wasn't sensible to stop for more than a minute, we didn't have time to discuss what is perhaps the most significant challenge in Kilburn – the congestion, pollution and the poor experience for pedestrians and cyclists. Brent and Camden are working to develop proposals to address these challenges through a three phase scheme. It'd be good to discuss this with you next time.

When are you free for a follow up over the next week or two? We tend to be around on Wednesdays, but can be flexible.

We're flexible on location – very happy to visit Southwalk.

Really looking forward to discussing this further with you.

All the best,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@themeans.co.uk>

**Sent:** 17 March 2022 09:43

**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@powertochange.org.uk>; [REDACTED] <[REDACTED]@themeans.co.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@brent.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

**Subject:** Thank you

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Cheers everyone for a very informative introduction to the Kilburn streetscape. It would be good to follow up quickly with an opportunity to expand on the main points of interest raised.

Happy to host here, and combine with a look at the Low Line arches.

But also pleased to revisit the patch, especially if you feel its worth seeing the spaces off the main run?

Best wishes

[REDACTED]

Managing Director

Tel/ Ffôn: [REDACTED]

Website: [www.themeans.co.uk](http://www.themeans.co.uk)

Twitter: [@themeans\\_live](https://twitter.com/themeans_live)

*The means: to change places for the better*

**London Office**

28 Marshalsea Road

London

SE1 1HF

Phone: +44 (0) 207 403 [REDACTED]

**Swyddfa Cymru**

Unit 3, West End Yard

21-25 West End, Llanelli

Sir Gâr / Carmarthenshire

---

**From:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 15 March 2022 11:51

**To:** [REDACTED] <[REDACTED]@powertochange.org.uk>; [REDACTED]  
<[REDACTED]@themeans.co.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@themeans.co.uk>; [REDACTED] <[REDACTED]@brent.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@london.gov.uk>

**Subject:** RE: Thank you & slides

Hi [REDACTED]

I am so sorry to hear you are unwell with Covid - we wish you a speedy recovery! We will be sure to arrange another time to walkabout Kilburn with you once you are feeling up to it and will be sure to share any key points covered and photos taken during tomorrow's walkabout.

[REDACTED] [REDACTED] [REDACTED] and [REDACTED] we are looking forward to meeting tomorrow – rather classic that we picked the one day of rain this week for our site visit... so bring your brolly!

Best wishes,

[REDACTED]  
Senior Planner

Telephone:

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] [REDACTED] <[REDACTED]@powertochange.org.uk>

**Sent:** 15 March 2022 11:40

**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@themeans.co.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@themeans.co.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@london.gov.uk>

**Subject:** RE: Thank you & slides

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED] [REDACTED] [REDACTED] and [REDACTED]

I came down with Covid again over the weekend and am still recovering.

I don't think I can make the trip from Bristol into London tomorrow, but would like to suggest that the meeting and walkabout goes ahead without me, with [REDACTED] and [REDACTED] in their role as able facilitators for this project.

I've read the documents you sent over and am due to discuss with [REDACTED] and [REDACTED] later on today. I'm really disappointed to be missing out as I know site visits bring a project to life so much. I hope to visit another time, and look forward to hearing how it goes.

Best wishes,

[REDACTED]

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 09 March 2022 15:34  
**To:** [REDACTED] <[REDACTED]@themeans.co.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>;  
[REDACTED] <[REDACTED]@powertochange.org.uk>; [REDACTED] <[REDACTED]@themeans.co.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

**Subject:** [EXTERNAL]RE: Thank you & slides

Hi all,

I hope you are well and have had a good week so far!

We are really looking forward to meeting you in **Kilburn next week on the 16<sup>th</sup> at 2pm**. I suggest our meeting spot should be at Kilburn underground station for ease.

Ahead of visit, we wanted to share with you some useful background information our team have put together on Kilburn so far (as discussed):

1. A snapshot of Kilburn's centre our team put together to support our GLA bid (attached and not to be shared more widely at this point please)
2. [Kilburn Neighbourhood Plan Visioning Document](#) produced by AECOM for the forum

Best wishes,

[REDACTED]  
Senior Planner

Telephone:

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@themeans.co.uk>  
**Sent:** 28 February 2022 12:32  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@powertochange.org.uk>; [REDACTED] <[REDACTED]@themeans.co.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: Thank you & slides

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Thank you [REDACTED]

It was good to meet with you and the team. For the walkabout 2pm on 16<sup>th</sup> works well for [REDACTED] and I. Looking forward to it.

Best wishes

[REDACTED]

---

**From:** [REDACTED] [mailto:[REDACTED]@camden.gov.uk]  
**Sent:** 24 February 2022 16:58  
**To:** [REDACTED] <[REDACTED]@powertochange.org.uk>; [REDACTED] <[REDACTED]@themeans.co.uk>; [REDACTED] <[REDACTED]@themeans.co.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]

<[REDACTED]@camden.gov.uk>; [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>

**Subject:** RE: Thank you & slides

Hi [REDACTED] / all

I hope you're having a good week.

Thank you for sharing the slides with us, [REDACTED]

[REDACTED] & [REDACTED] It was great to meet you both. We're looking forward to working with you. We're currently sketching out some initial thinking, partly in response to the questions you asked last week. We'll share this and some other useful information on Kilburn early next week.

We discussed the next step as being a visit to Kilburn, which sounds great! Do any of the following dates work?

- ☐ 4<sup>th</sup> March 2022 – First thing or early afternoon
- ☐ 7<sup>th</sup> March 2022 – Any time
- ☐ 16<sup>th</sup> March – 2pm

If not, please let me know and I'll revisit diaries.

That will be a good opportunity to meet with our Brent counterparts too, who are also really interested in the work.

Thanks – and I'll be in touch early next week with the early thinking and related documents.

All the best,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] [REDACTED] <[REDACTED]@powertochange.org.uk>

**Sent:** 17 February 2022 16:31

**To:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] [REDACTED]  
<[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED]  
<[REDACTED]@themeans.co.uk>; [REDACTED] <[REDACTED]@themeans.co.uk>

**Subject:** Thank you & slides

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]

It was great to meet you too, and my thanks to you, [REDACTED] and [REDACTED] for taking part in the discussion in such a positive and constructive way.

Here are the slides as a PDF. Looking forward to hearing how you progress with the work of creating a CID, supported by [REDACTED] and [REDACTED]

Please don't hesitate to contact me if I can be of any further help.

Best wishes,

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 17 February 2022 16:03

**To:** [REDACTED] <[REDACTED]@powertochange.org.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]

<[REDACTED]@camden.gov.uk>

**Subject:** [EXTERNAL]Thank you & slides

Hi [REDACTED]

Thank you for providing further information on the CID work and Power to Change's hopes and expectations.

We're busy reflecting on the discussion. I wondered if you'd be able to share the slides you went through yesterday afternoon, please? There was a lot of useful detail within them!

Thanks so much.

All the best,

[REDACTED]  
Principal Planner  
Regeneration and Planning  
Supporting Communities  
London Borough of Camden

Telephone: 020 7974 [REDACTED]

Web: [camden.gov.uk](https://camden.gov.uk)

2nd floor  
5 Pancras Square  
London N1C 4AG

**From:** High Streets for All  
**Sent:** 17 March 2022 14:17  
**To:** High Streets for All  
**Subject:** High Streets for All Challenge - Focus workshops

This is a reminder to register to attend the upcoming series of **High Streets for All focus workshops** taking place between March and May.

These focus sessions are an opportunity for boroughs and high street partnerships to come together to discuss the development and delivery of their exemplar projects, share insights and challenges with their peers and examples of best practice, seek advice on approaches to innovation and get support from sector experts, GLA Officers and the Mayor's Design Advocates.

**1. Register today to attend the most relevant ones to support your exemplar project:**

- **Building strong communities on high streets – [Register](#)**  
31 March 2022, 14.00 – 16.30  
A special half-day session in partnership with Bloomberg Associates, offering practical tools and inspiration to support the social resilience of high streets and town centres.
- **Safe and inclusive high streets – [Register](#)**  
21 April 2022, 13.00 – 14.00  
Exploring how design can impact the safety of our high streets.
- **Night streets for all – [Register](#)**  
27 April 2022, 12.30 – 13.30  
Planning and managing of high streets at night, supporting our city's recovery from the pandemic and ensuring the needs of Londoners are met around the clock.
- **Successful workspaces on the high street – [Register](#)**  
5 May 2022, 12.00-13.00  
Exploring key themes on setting up successful, flexible, and affordable workspaces.

**2. High Streets Challenge pre-workshop survey**

Please complete this short survey by 5pm, Wednesday 23 March – [High Streets Challenge: Pre-workshop Survey \(alchemer.eu\)](#)

The purpose of this survey is to gain a better understanding of outputs and skills participants would like to gain from the workshops offered.

The survey will also help the High Streets for All team to better understand the variety of projects developed by attendees as well as engagement processes and communications delivered across projects to date.

Many thanks to those who have already registered. We're looking forward to you joining us online in due course.

The High Streets for All team

GREATER**LONDON**AUTHORITY  
**[london.gov.uk](https://www.london.gov.uk)**

[Sign up](#) to receive the Mayor's Regeneration newsletter

**From:** [REDACTED]@camden.gov.uk>  
**Sent:** 15 March 2022 11:51  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Thank you & slides

Hi [REDACTED]  
[REDACTED]! We will be sure to arrange another time to walkabout Kilburn with you once you are feeling up to it and will be sure to share any key points covered and photos taken during tomorrow's walkabout.  
[REDACTED] and [REDACTED] we are looking forward to meeting tomorrow – rather classic that we picked the one day of rain this week for our site visit... so bring your brolly!  
Best wishes,

[REDACTED]  
Senior Planner

Telephone:



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@powertochange.org.uk>  
**Sent:** 15 March 2022 11:40  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@themeans.co.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@themeans.co.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: Thank you & slides

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

[REDACTED]  
I don't think I can make the trip from Bristol into London tomorrow, but would like to suggest that the meeting and walkabout goes ahead without me, with [REDACTED] and [REDACTED] in their role as able facilitators for this project. I've read the documents you sent over and am due to discuss with [REDACTED] and [REDACTED] later on today. I'm really disappointed to be missing out as I know site visits bring a project to life so much. I hope to visit another time, and look forward to hearing how it goes.  
Best wishes,  
[REDACTED]

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 09 March 2022 15:34  
**To:** [REDACTED] <[REDACTED]@themeans.co.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@powertochange.org.uk>; [REDACTED] <[REDACTED]@themeans.co.uk>

Cc: [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

**Subject:** [EXTERNAL]RE: Thank you & slides

Hi all,

I hope you are well and have had a good week so far!

We are really looking forward to meeting you in **Kilburn next week on the 16<sup>th</sup> at 2pm**. I suggest our meeting spot should be at Kilburn underground station for ease.

Ahead of visit, we wanted to share with you some useful background information our team have put together on Kilburn so far (as discussed):

1. A snapshot of Kilburn's centre our team put together to support our GLA bid (attached and not to be shared more widely at this point please)
2. [Kilburn Neighbourhood Plan Visioning Document](#) produced by AECOM for the forum

Best wishes,

[REDACTED]  
[REDACTED]

Senior Planner

Telephone:



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@themeans.co.uk>

**Sent:** 28 February 2022 12:32

**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@powertochange.org.uk>; [REDACTED] <[REDACTED]@themeans.co.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

**Subject:** RE: Thank you & slides

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Thank you [REDACTED]

It was good to meet with you and the team. For the walkabout 2pm on 16<sup>th</sup> works well for [REDACTED] and I. Looking forward to it.

Best wishes

[REDACTED]

---

**From:** [REDACTED] [mailto:[REDACTED]@camden.gov.uk]

**Sent:** 24 February 2022 16:58

**To:** [REDACTED] <[REDACTED]@powertochange.org.uk>; [REDACTED] <[REDACTED]@themeans.co.uk>; [REDACTED] <[REDACTED]@themeans.co.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

**Subject:** RE: Thank you & slides

Hi [REDACTED] / all

I hope you're having a good week.

Thank you for sharing the slides with us, [REDACTED]

[REDACTED] & [REDACTED] It was great to meet you both. We're looking forward to working with you. We're currently sketching out some initial thinking, partly in response to the questions you asked last week. We'll share this and some other useful information on Kilburn early next week.

We discussed the next step as being a visit to Kilburn, which sounds great! Do any of the following dates work?

- ☐ 4<sup>th</sup> March 2022 – First thing or early afternoon
- ☐ 7<sup>th</sup> March 2022 – Any time
- ☐ 16<sup>th</sup> March – 2pm

If not, please let me know and I'll revisit diaries.

That will be a good opportunity to meet with our Brent counterparts too, who are also really interested in the work.

Thanks – and I'll be in touch early next week with the early thinking and related documents.

All the best,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED][powertochange.org.uk](mailto:powertochange.org.uk)>

**Sent:** 17 February 2022 16:31

**To:** [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>

**Cc:** [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>; [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>; [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>; [REDACTED] <[REDACTED][london.gov.uk](mailto:london.gov.uk)>; [REDACTED] <[REDACTED][themeans.co.uk](mailto:themeans.co.uk)>; [REDACTED] <[REDACTED][themeans.co.uk](mailto:themeans.co.uk)>

**Subject:** Thank you & slides

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]

It was great to meet you too, and my thanks to you, [REDACTED] and [REDACTED] for taking part in the discussion in such a positive and constructive way.

Here are the slides as a PDF. Looking forward to hearing how you progress with the work of creating a CID, supported by [REDACTED] and [REDACTED]

Please don't hesitate to contact me if I can be of any further help.

Best wishes,

[REDACTED]

---

**From:** [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>

**Sent:** 17 February 2022 16:03

**To:** [REDACTED] <[REDACTED][powertochange.org.uk](mailto:powertochange.org.uk)>

**Cc:** [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>; [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>

**Subject:** [EXTERNAL]Thank you & slides

Hi [REDACTED]

Thank you for providing further information on the CID work and Power to Change's hopes and expectations.


We're busy reflecting on the discussion. I wondered if you'd be able to share the slides you went through yesterday afternoon, please? There was a lot of useful detail within them!

Thanks so much.

All the best,



Principal Planner  
Regeneration and Planning  
Supporting Communities  
London Borough of Camden

Telephone: 020 7974 

Web: [camden.gov.uk](http://camden.gov.uk)

2nd floor  
5 Pancras Square  
London N1C 4AG





# CAMDEN

# FUTURE

# HIGH STREETS

## KILBURN



Camden



# INTRODUCTION

This document provides a snapshot of Kilburn's centre today, with a particular focus on Kilburn High Road.

The document draws on past consultations, conversations, visits and other research to identify what matters to local people, businesses and organisations in Kilburn. Reflecting the potential in Kilburn today, the document also sets out a range of significant opportunities that make this a key moment in time for Kilburn's high streets and Kilburn High Road in particular.

The Kilburn Snapshot document aims to kickstart conversation on the future of Kilburn's high streets, with a view to residents, businesses, local organisations and the two councils coming together to establish a vision to shape the opportunities to ensure Kilburn's centre is resilient and ready to face the future. It also aims to inform action within Kilburn, building on the great work of many local people in the neighbourhood.

# CONTEXT

## FUTURE HIGH STREETS PROGRAMME

Before focusing on Kilburn, it is useful to introduce Camden Council's Future High Streets programme that is working with local people and groups across our borough.

In 2020 we commenced the Camden Future High Streets programme to support our high streets through the pandemic and into a robust recovery. Camden wants to attract people and business back to their high streets, and to work together with businesses, residents and our partners to explore how these centres could be re-imagined and used in alternative ways in order to tackle the challenges we face. We have had to work differently and adapt quickly to respond to the unprecedented impacts of the COVID-19 pandemic in our neighbourhood and town centres.

We have adopted a "test and learn approach" with our high street interventions in order to simultaneously support businesses, community groups and partners through the pandemic while

also paving the way towards a future vibrant, inclusive and resilient vision for our high streets. This means being prepared to trial new activities, interventions and governance models to see what works best for specific places, businesses, community groups and partners - ready to review and adapt as we go.

Looking to the future, Camden want to support specific high streets where particular challenges and opportunities have been recorded. We will be working to understand the local context and collaborating with key partners in order to meet the needs and aspirations of people and businesses in our town and neighbourhood high streets.

Kilburn High Road has been identified as one of the important areas of focus. This summary document provides a snapshot of Kilburn today and aims to inform further discussion and action on the future of Kilburn High Road and adjacent streets.

## Our Vision

...is for Camden's high streets and town centres to be ready to face the future. **We want them to be at the heart of their communities with all residents able to reach their local centre by walking or cycling in 15 minutes or less.**

**The high streets and town centres of tomorrow will be** safe, family-friendly, environmentally responsible, diverse, accessible and vibrant places to shop, work, socialise, share knowledge and skills, network, learn, make, live and play.

### Key objectives to help us get there



#### SUSTAINABLE & ACCESSIBLE

**High streets that are sustainable: better air quality, more greening, and accessible to everyone in the community within 15 minutes travel from their home**



#### COMMUNITY & ECONOMY

**High streets at the heart of community life and local economies: more jobs and training opportunities, increased innovation, entrepreneurialism and a greater role for local partnerships, collectives and community activity**



#### INVITING PUBLIC REALM

**High streets that are inviting and enjoyable places to spend time: more space for people to meet, sit and socialise; more green, and less dominated by polluting vehicles**



#### DIVERSE USES

**High streets with more diverse uses and less vacant space: increased leisure, workspace, community space, and culture; and appropriate activity day, evening and at night**

# SUPPORTING THE RENEWAL OF KILBURN HIGH ROAD

Within Camden there is a great diversity of high streets, ranging from small local parades, to town centres and international visitor destinations. No two high streets in Camden are the same.

Located between Oxford Road and Kilburn Station: Kilburn High Road is the second largest town centre within the borough. Kilburn High Road has a rich history and is uniquely positioned along a borough boundary between Brent and Camden. Several formal consultation processes and conversations over the years have identified significant issues that local people passionately care about and key potential opportunities too. In response, the Future High Streets Team has identified Kilburn as a key area of focus.

We are not starting from scratch. We know that there are energised local people, creative community groups and imaginative business owners working hard to make positive change happen in Kilburn's high streets.

There are also important funding opportunities that are key to supporting positive future change too. The GLA High Streets For All Challenge recently provided £20,000 in seed funding to two projects in Kilburn; a proposed community market to be led by Life in Kilburn and proposals by Transport for London to revitalise the railway arches to the north of Kilburn through social and community uses.

Both projects have the potential to be significant catalysts for wider change in and around Kilburn High Road – to generate interest in the high street and the plentiful opportunities ahead. Those wider opportunities are varied in scale and include phased highways improvements across the high street, an aspiration to enhance the public realm and plans for improvement work in Kilburn Grange Park in order to better connect the highly valued green space with the nearby high street.

As we focus on high street renewal following Covid-19, it's vital that local people and businesses in Kilburn are empowered to shape the high street that is so central to their everyday lives.

## CAMDEN'S TOWN AND NEIGHBORHOOD CENTRES



### CAMDEN HIGH STREETS

- Town centres
- Neighbourhood centres
- Central London frontages
- Green spaces
- Regent's Canal
- Central Activities Zone
- Railway

### TOWN CENTRES

- ① Kilburn
- ② West Hampstead
- ③ Finchley Road & Swiss Cottage
- ④ Hampstead
- ⑤ Kentish Town
- ⑥ Camden Town

# KILBURN TODAY

Kilburn is a densely populated neighbourhood that is home to a relatively young and ethnically diverse population of almost 25,000 residents, across both boroughs of Brent and Camden.

At the heart of Kilburn lies Kilburn High Road; designated a major town centre by the Greater London Authority and a strategic area for regeneration with a night time economy that draws in people from other areas of the capital. Kilburn High Road is home to a retail cluster that supports around 1,500 jobs and a location for a significant number of hospitality, leisure and financial services sectors uses supporting approximately 600-700 jobs each. Kilburn is a connected neighbourhood, well-served by public transport, with access to up to 6 bus routes in places along the street and access to Underground services at Kilburn Station and Overground services at Brondesbury and Kilburn High Road.

Discussions with local people in Kilburn, consultation findings and insights gathered by partners highlight a significant pride in Kilburn. There are many reasons to celebrate Kilburn High Road – a street of unique independent stores, delicious food options and established community and cultural venues that animate and bring energy to the area.

Kilburn is also home to a significant number of active and passionate organisations that are already successfully bringing people together, sharing information, delivering vital services and improving the quality of life for people in the neighbourhood. There is also a strong sense that there are many challenges to be addressed. Local people and businesses have told us that the street is noisy and congested, the area polluted with high volume of traffic and that the neighbourhood's public realm is of poor quality, unloved and cluttered. Kilburn's high streets can be seen as places where some of the neighbourhood's most pressing challenges – such as poorer than average health, education and median income outcomes – can be addressed.

Kilburn is now a focus area for both boroughs and the GLA and, building on the network of local organisations and institutions, there is an opportunity to collectively respond to the challenges that stop Kilburn from reaching its potential and to make the most of the opportunities ahead.



Brondesbury Bridge, Kilburn High Road



Congested and polluted high street



A street of unique independent shops



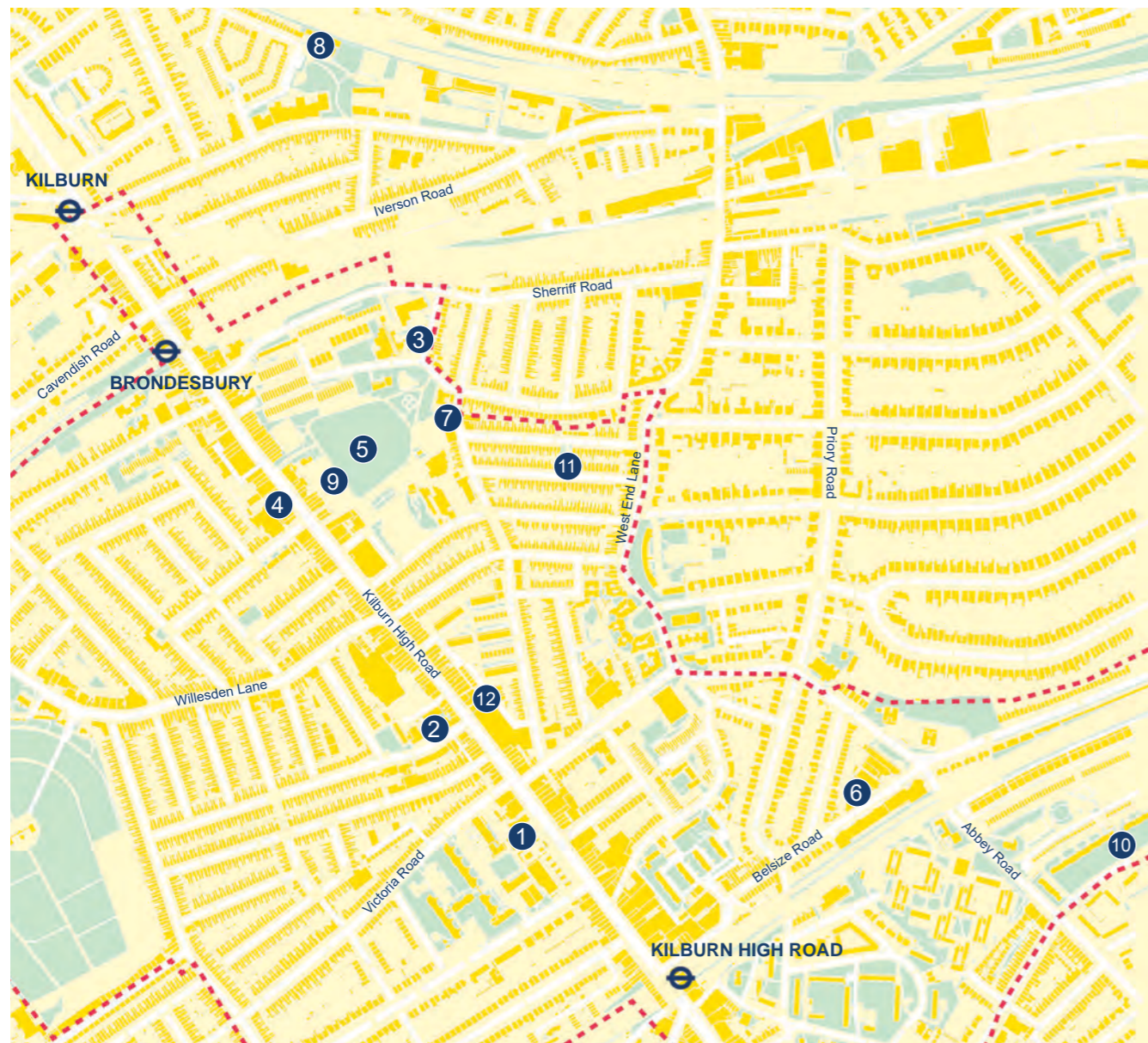
Vacant shops along Kilburn High Road, including vacant premises



Established community and cultural venues in Kilburn such as Kiln Theatre

# COMMUNITY ASSETS

Kilburn is home to a range of organisations that have been working on impactful projects and initiatives for many years. It is important to recognise this network of organisations and the work they do – and build on it as we continue to develop a vision and projects focused on Kilburn’s centre.



- |                                    |   |
|------------------------------------|---|
| ① Kilburn Market                   | ⑧ Sidings Community Association           |
| ② Kilburn Grange School            | ⑨ Sapphire Independent Housing            |
| ③ Kilburn Grange Children’s Centre | ⑩ South Hampstead and Kilburn Partnership |
| ④ Kiln Theatre                     | ⑪ West Hampstead Women’s Centre           |
| ⑤ Grange Park                      | ⑫ Latin American House                    |
| ⑥ Abbey Community Centre           | --- Kilburn Neighbourhod Plan             |
| ⑦ Kinsgate Workshops               |   |

# COLLABORATION

The local councils cannot achieve this alone. This document is a call to action to businesses, residents, the voluntary sector, partners and government to join our mission to support Kilburn’s high streets recover and see a period of renewal that meets the aspirations of local people.

Kilburn contains a diverse range of organisations that are already making things happen. We will find accessible and inclusive ways to involve those groups and other local people.

Community  
Partners

Businesses

Local  
Institutions

## Community partners:

- London Borough of Brent
- Life in Kilburn
- Transport for London
- Kilburn Neighbourhood Plan Forum
- Friends of Kilburn Grange Park
- Local schools
- Abbey Community Centre
- Sidings Community Association
- Charteris Sports Centre
- Camden Somali Cultural Centre
- Netherwood Day Centre
- Kilburn Grange Children’s Centre
- South Kilburn Trust
- Sapphire Independent Housing
- South Hampstead and Kilburn Community Partnership (SHAK)
- The Winch
- Institute of Contemporary Music Performance
- West Hampstead Women’s Centre
- Kilburn Older Voices Exchange (KOVE)
- TRAs and resident groups

## Businesses:

- Businesses located within high streets within Kilburn (Camden and Brent)

## Council services:

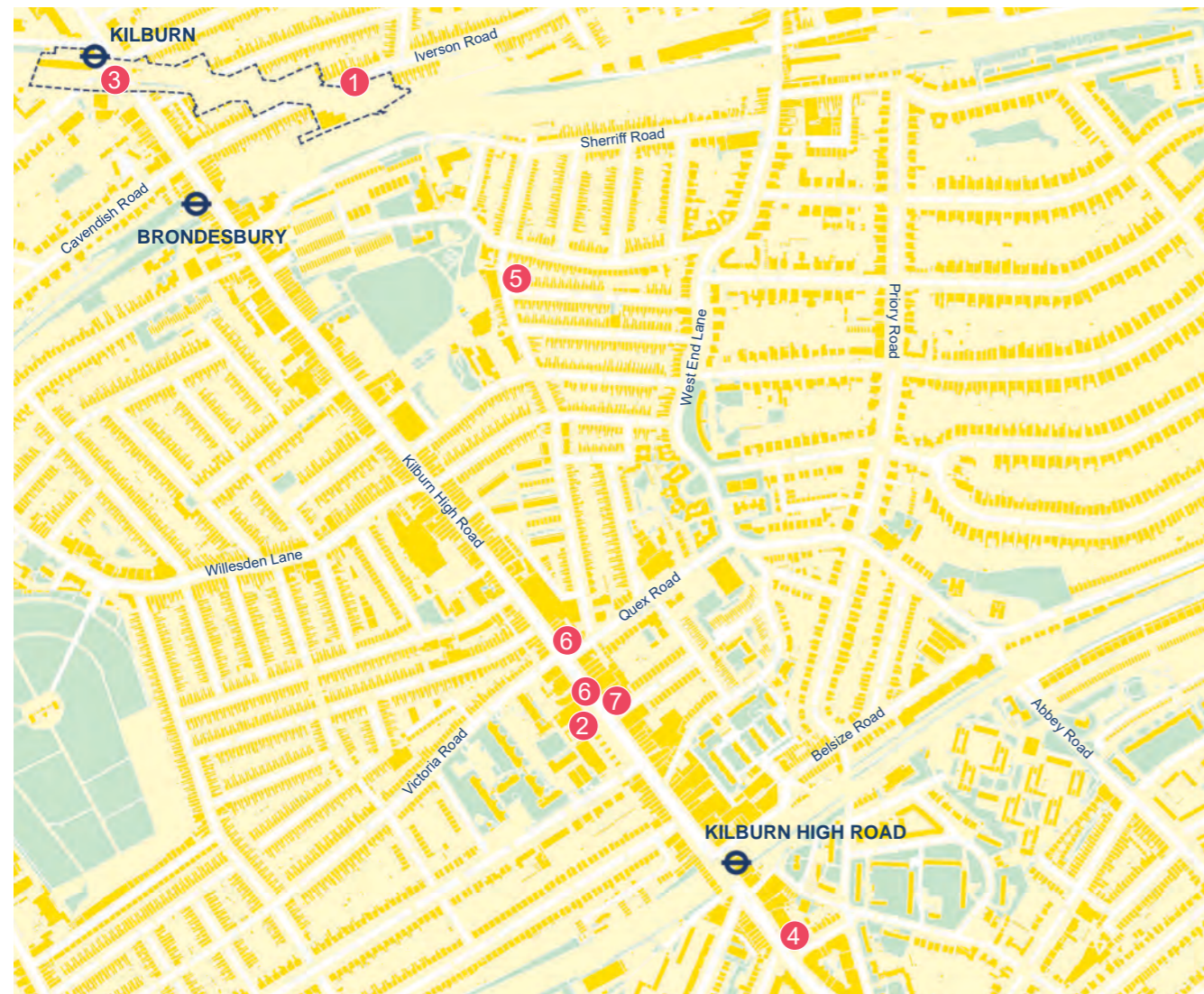
- Environment Services
- Transport
- Community Partners
- Inclusive Economy
- Markets

# PHYSICAL ASSETS

Kilburn high road is highly connected and well-served by public transport, with an 'Excellent' Public Transport Accessibility Level (PTAL) covering much of the area.

We know that maximising the impact of existing spaces Kilburn – and creating new spaces - will be fundamental in creating a public welcome, nurturing entrepreneurship and enabling people to meet and mix. We want Kilburn to be a place where things can happen – spaces to socialise, to grow plants, to relax and to make new things happen.

Here we identify a number of physical assets in and around Kilburn:



- 1 TfL Railway Arches
- 2 Kilburn Market
- 3 Vacant shops near Kilburn station
- 4 Kilburn Library (i.e. unused space there)
- 5 107 Kingsgate Road
- 6 Trading pitch
- 7 Space in front of Lloyds bank (potential for parklet)
- Kilburn High Road forms part of the A5 corridor which is both a key strategic traffic route and a busy corridor for bus services
- Highly connected and well-served by public transport, with an 'Excellent' Public Transport Accessibility Level (PTAL) covering the majority of Kilburn
- Private vacant premises



TfL Railway Arches



Kilburn Library



Kilburn Market



Kilburn is highly connected and well-served by public transport

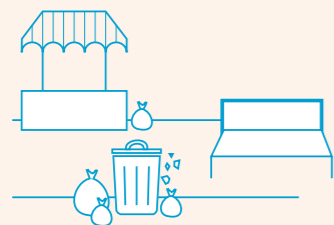


Vacant shops near Kilburn station

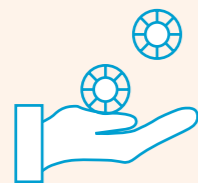
# IDENTIFIED CHALLENGES

We know that local people have highlighted a number of challenges and concerns with their high street.

It is important to recognise these as we work together to identify priorities for change in Kilburn High Road.



**Untidy pavements and wider public realm**



**High street contains a high number of betting shops and pay day loan outlets**



**Narrow pavements in a busy high street, creating poor pedestrian experience**



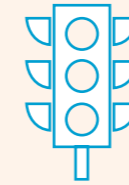
**Congested street, with vehicles and high pollution levels in Kilburn**



**Lack of variety of uses along the high street**



**Lack of workspace for new businesses and entrepreneurs**



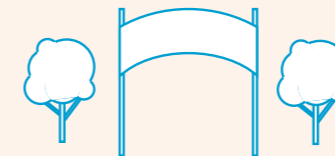
**Safety of certain junctions**



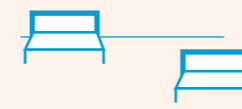
**Lack of greening on Kilburn High Road**



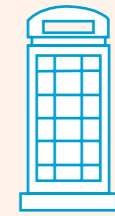
**Prominent buildings that are not in active use, or have potential for further activation**



**Uninviting and set back entrance to Kilburn Grange Park from Kilburn High Road**



**Poor quality public realm - existing pavement, alongside inconsistent or misplaced street furniture**



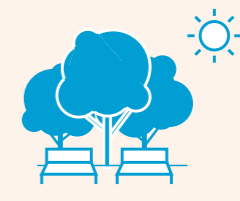
**Street clutter causes obstruction to pedestrians**  
KHR is home to 17 telephone kiosks, many that are unused and an eye sore



**Kilburn High Road can be unsafe for cyclists**



**The need to enhance access to toilets**



**The need for more places to sit and relax for the community**  
There are only 6 public places to sit between Kilburn tube and Kilburn High Road station. The shopping street can be a tiring experience for older people, young children, pregnant women and anyone needing a quick rest



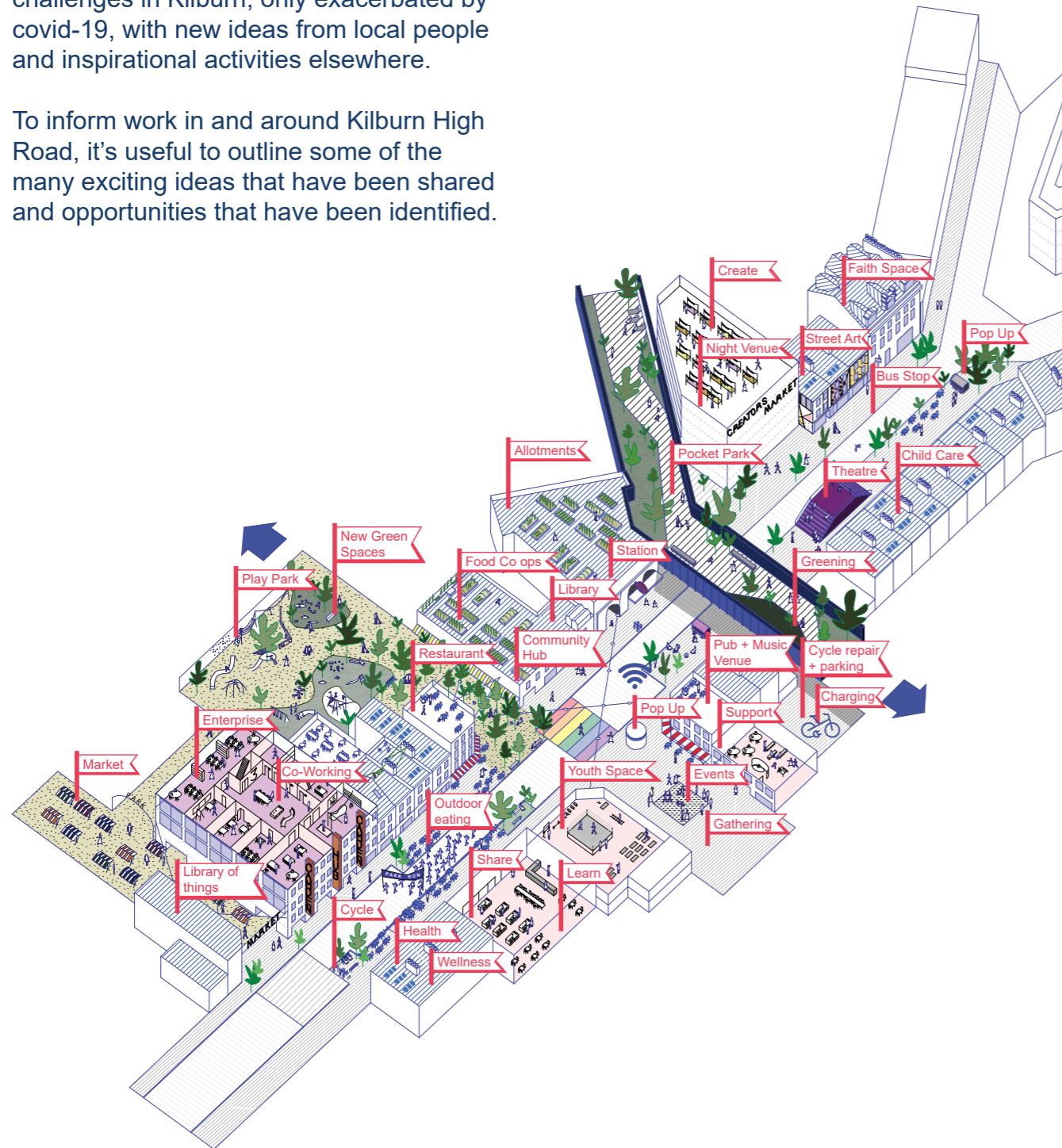
**Flytipping**

# THE OPPORTUNITY

We want to work with local people in Kilburn and develop shared objectives and priorities for Kilburn's centre.

There is also a need to respond to challenges in Kilburn, only exacerbated by covid-19, with new ideas from local people and inspirational activities elsewhere.

To inform work in and around Kilburn High Road, it's useful to outline some of the many exciting ideas that have been shared and opportunities that have been identified.



## SUSTAINABLE & ACCESSIBLE

Dockless bike hire / cycle parking

Enabling businesses to reduce their environmental impact

Improved access for Disabled people – e.g. ramps, toilets

Connecting the high street with Kilburn Grange Park

Improved access to toilets

TfL-funded schemes – incl. 'lower Kilburn High Road' scheme

Greening potential - linked to Kilburn Grange

Improving the experience of cyclists and pedestrians

Connecting the high street with Kilburn Grange Park

Legibility across the area through key focal points

Create a 'gateway' feeling outside Kilburn tube Station

Improving lighting across the entire street

Inviting public realm

Grange Park masterplan

Enhance the use of existing and improved public spaces to create an attractive, welcoming and distinctive place to live, work and visit

## INVITING PUBLIC REALM

## COMMUNITY & ECONOMY

Supporting businesses to find space, grow and employ people in Kilburn

Introducing important initiatives to Kilburn High Road, such as Kilburn Job Hub

Digital support for local businesses

Build up an asset plan focussed on a diverse blend of businesses that can create a collaborative ecosystem and community

Address challenges with waste management

Identifying vacant spaces and working with landlords to activate them through meanwhile uses

Enhancing the night time economy in Kilburn

Working with local artists to deliver new art projects within Kilburn High Road

Activating any vacant Camden Council premises

Improving Kilburn Grange

Testing new streateries (i.e. Palmerston Road)

Life in Kilburn street market project

Activating vacant spaces and introducing diverse new uses

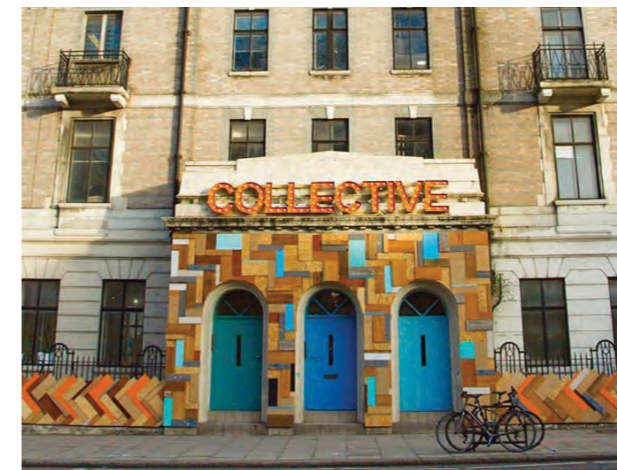
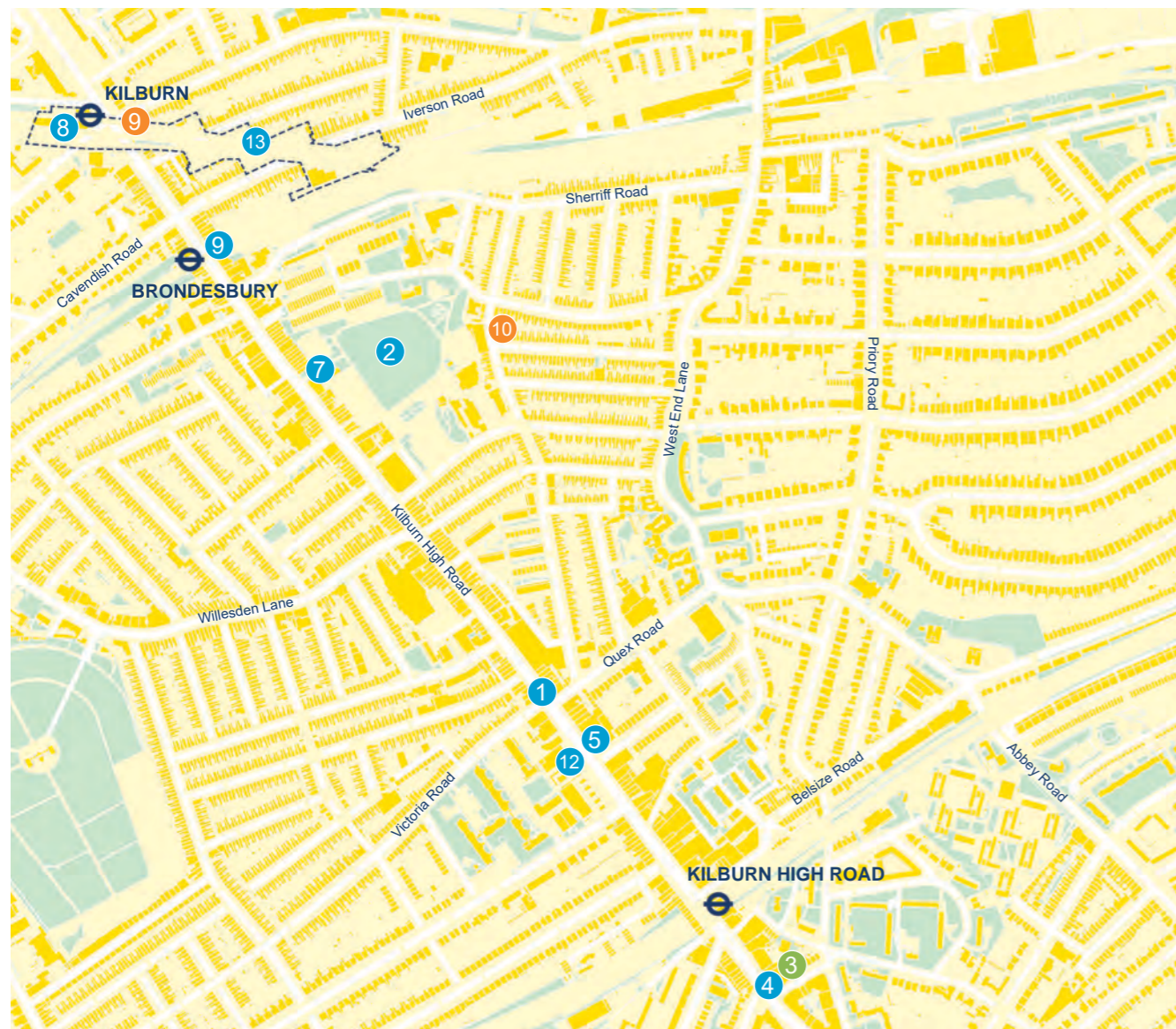
## DIVERSE USES

# OPPORTUNITIES PLANNED AND POTENTIAL PROJECTS

We know that residents and businesses in Kilburn want action. There is also a need to respond to challenges identified in Kilburn, only exacerbated by Covid-19, with new and ambitious ideas from local people, residents, businesses and organisations.

This section outlines an initial range of planned and potential projects in Kilburn.

Some projects are more advanced, while some are still conceptual ideas - and there can be more brought forward. We want to work with Brent, other local partners and local people to explore key priorities to inform the potential delivery of projects as and when funding becomes available.



**Precedent: Camden Collective - re-using vacant spaces to provide affordable workspace** (image: Camden Town Unlimited)



**Precedent: Sir Hubert Von Herkomer Arts Foundation - charity inspiring young people through offering a gateway to the arts and bringing art into the high street** (image: Debbi Clark - Von Herkomer Foundation)

## Community & economy

- ① Life in Kilburn's Community Market
- ② Good Work Camden's employment and business support
- ③ Scoping for a 'Kilburn Partnership' to bring together local people and partners
- ④ Convening and supporting local businesses
- ⑤ Partnership with Spacehive to help local groups crowdfund for their project ideas
- ⑥ Provision of affordable workspace
- ⑦ Launching a 'buy local' app to support local businesses
- ⑧ Supporting the night time economy
- ⑨ Community hub at 2c Maygrove Road
- ⑩ Scoping future community uses for 107 Kingsgate Road

## Diverse uses

- ① Testing project ideas from Camden's High Streets Action Group
- ② Supporting the creation of celebratory events

## Sustainable and accessible

- ① Delivering the three phases of the Safe & Healthy Streets project in Kilburn

- ② Providing dockless bikes parking
- ③ Library of Things at Kilburn Library

## Inviting public realm

- ① Phased public realm improvements in Kilburn High Road
- ② Improvements to Kilburn Grange Park
- ③ Refreshing the Kilburn Grange Park Masterplan
- ④ Enhancements to Kilburn Library
- ⑤ Pocket Park (Lloyds bank Birchington Road)
- ⑥ Removal of 'street clutter' such as inactive phone boxes
- ⑦ Enhancing the entrance to Kilburn Grange Park
- ⑧ Enhancing the lighting at Kilburn Station
- ⑨ Delivering a new mural on the Brondesbury Station bridge
- ⑩ Identifying space for art in Kilburn High Road
- ⑪ Exploring a shopfront improvement programme
- ⑫ Kilburn Square development
- ⑬ Renewal of TfL's Kilburn Railway Arches

**NB: Projects with a specific location are highlighted in the opposite map.**

# WHERE WE WANT TO GO NEXT: TOWARDS A STRATEGY FOR KILBURN

Covid-19 has presented both significant challenges and opportunities in Kilburn. At this time, it is vital that local people, organisations and businesses are supported and provided with opportunities to come together to shape their high streets, truly reflecting the aspirations and priorities of Kilburn's diverse communities.

Camden and Brent want to embrace this critical period of change, creating places for the community to come together to meet, shop, socialise, exchange ideas, learn and experience new things. We also want to ensure these places are inclusive and accessible to all.

In order to respond to the needs and lived experiences of local communities, we need to work collaboratively. Camden and Brent aim to join other local organisations active in Kilburn and form a partnership that can work towards shaping activities to respond to the high street challenges presented in Kilburn. We'll collaborate on a vision for Kilburn's high streets – but also work at pace to design and deliver projects and interventions with partners along the way.

## KEY RESOURCES

The information within this document builds on and is informed by an existing body of research and reports, including but not limited to the following:

Aecom (2019),  
Kilburn Neighbourhood Plan Visioning Document. Available at:

**KNP Visioning Document | Kilburn Neighbourhood Plan Forum**  
([kilburnforum.london](http://kilburnforum.london))

'Brent Council (2021), Meanwhile Use Strategy. Available at:

**Brent Council - Meanwhile Use Strategy**

Brent Council (2018), We want your views on Kilburn, Harlesden, Willesden Green and Church End. Available at:

**Community Forum – South Brent – Commonplace**

Camden Council (2021), Camden Planning Guidance Town Centres and Retail. Available at:

**71adddb8-82fd-86fe-7689-79e43c35e1e6** ([camden.gov.uk](http://camden.gov.uk))

Camden Council (2020), Camden Future High Streets - Ideas Map. Available at:

**Community Forum – Camden Future High Streets - Ideas Map – Commonplace**

Camden Council (2020), Safe Travel Camden Map. Available at:

**Have Your Say Today – Safe Travel Camden – Commonplace**

Camden Council (2020), Ward Profile Jan-2020 Kilburn ward. Available at:

**Ward Profile Jan-2020 Kilburn ward | Open Data Portal** ([camden.gov.uk](http://camden.gov.uk))

Camden Council (2019), Healthy Streets, Healthy Travel, Healthy Lives: Camden Transport Strategy 2019-2041. Available at:

**d7b19f62-b88e-31d4-0606-5a78ea47ff30** ([camden.gov.uk](http://camden.gov.uk))

Camden Council (2018), What would you like to see local infrastructure funds spent on in Camden? Available at:

**Keep in Touch with Latest News – Camden CIL Map – Commonplace**

Camden Council (2016), Kilburn Grange Park Masterplan. Available at:

**Kilburn Grange Park Masterplan - We Are Camden - Citizen Space**

TfL (2022), WebCAT planning tool. Available at:

**d7b19f62-b88e-31d4-0606-5a78ea47ff30** ([camden.gov.uk](http://camden.gov.uk))

We Made That (2016), Kilburn Neighbourhood Plan research & Appraisal. Available at:

**We-Made-That-Kilburn-Appraisal-\_-Research.pdf** ([kilburnforum.london](http://kilburnforum.london))



# COMMUNITY IMPROVEMENT DISTRICTS (CIDs):

A vehicle for communities,  
businesses and local stakeholders  
to lead Town Centre regeneration

Kilburn High Road, February 2022





power to  
change

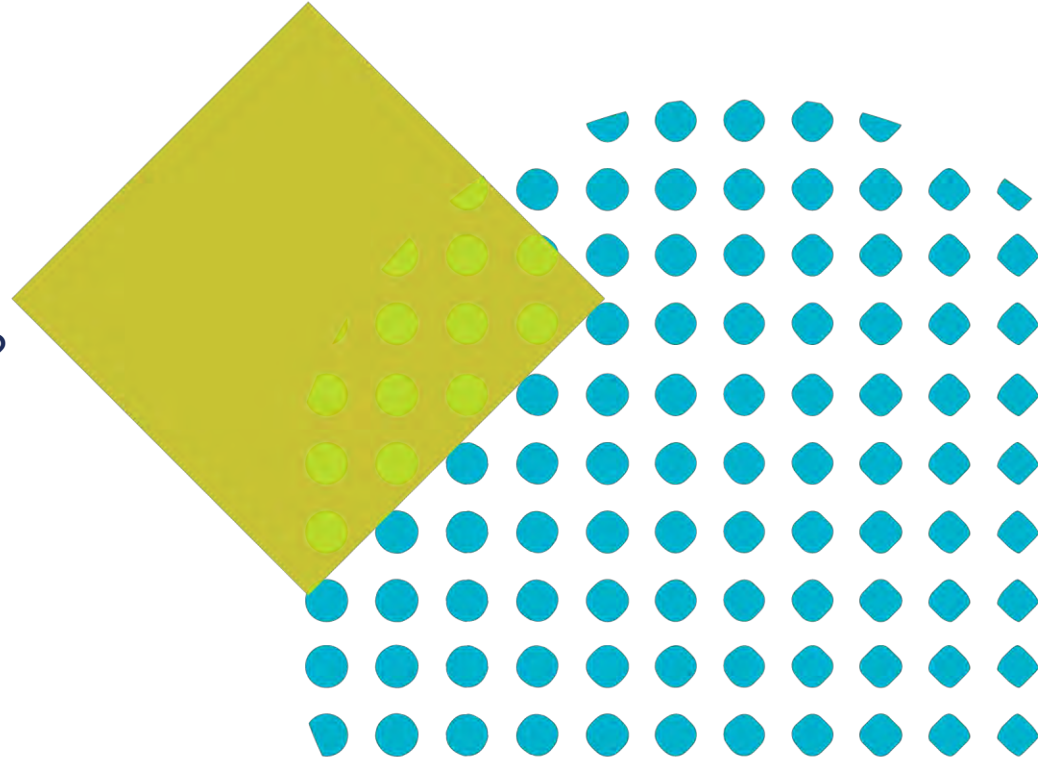
business in  
community  
hands



SUPPORTED BY  
**MAYOR OF LONDON**

## PURPOSE OF TODAY'S SESSION

- Introductions and roles
- Recap on CIDs
- How could a CID look in Kilburn?
- Aims / expectations / timescales / practicalities
- Initial thoughts and responses





power to  
change

business in  
community  
hands

POWER TO CHANGE SUPPORTS  
PEOPLE TO START AND GROW  
COMMUNITY BUSINESSES  
THAT **REVIVE LOCAL ASSETS,**  
**CREATE THE SERVICES PEOPLE**  
**RELY ON,** AND ADDRESS LOCAL  
NEEDS.



## **WHY ARE PTC AND GLA INTERESTED IN CIDS**

- 1. Community organisations and residents have a key role in town centre regeneration**
- 2. A vehicle for local democracy**
- 3. To pilot several Community Improvement Districts and learn from this process.**

## WHAT IS A COMMUNITY IMPROVEMENT DISTRICT?

**A group which provides opportunities for community organisations to work alongside businesses and other stakeholders to steer the development of their neighbourhoods – especially with a Town Centre focus.**

1. Non-political, democratic and inclusive
2. Concerned with the regeneration of neighbourhoods – especially town centres
3. Open to community organisations / businesses / residents and other local stakeholders
4. Complements other local mechanisms
5. Non-profit distributing



power to  
change

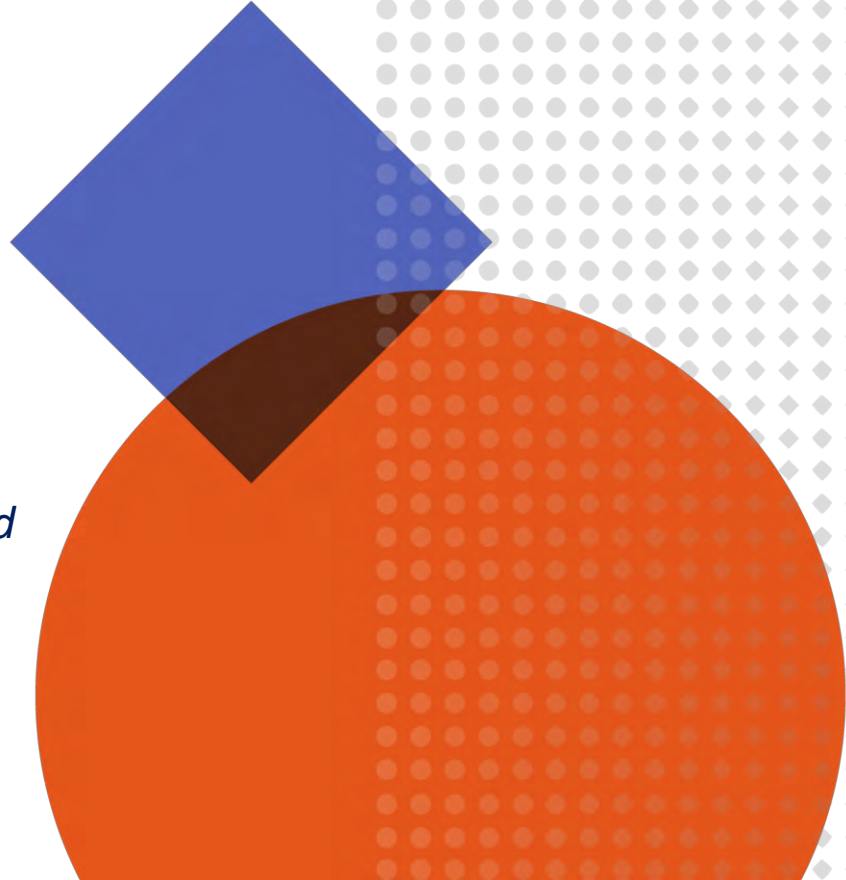
business in  
community  
hands



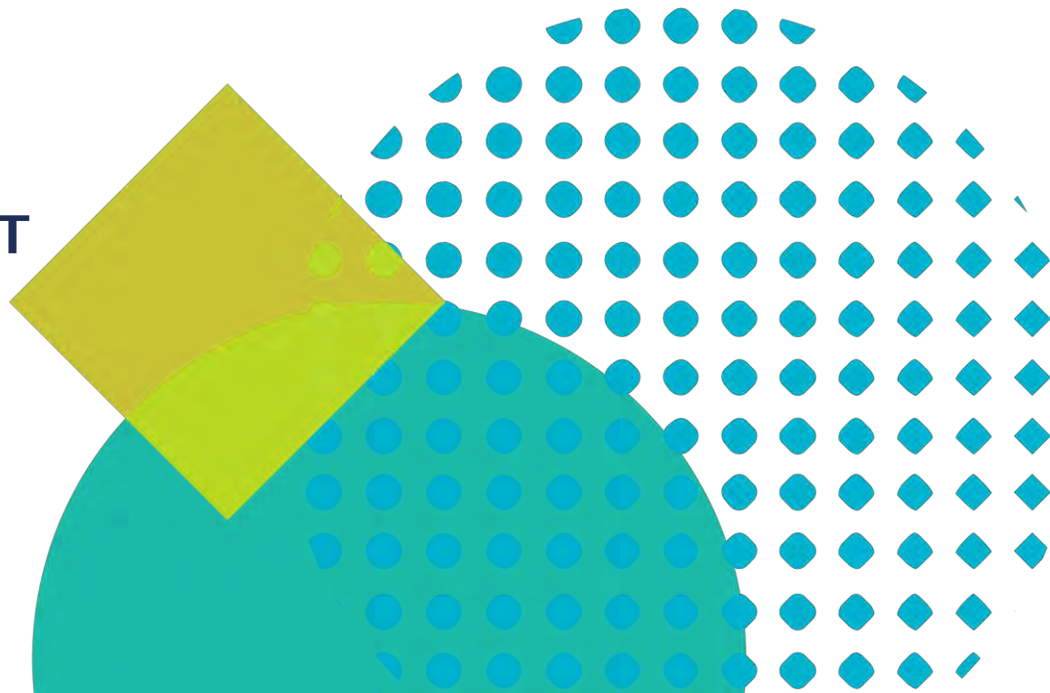
SUPPORTED BY  
**MAYOR OF LONDON**

# HOW MIGHT A CID LOOK FOR KILBURN?

- *Bring together active groups interested in improving their neighbourhood's centre*
- *Shared vision*
- *Mechanism to develop community-led projects (e.g. assets, social enterprises)*
- *Future funding bids*



**FUNDING AND SUPPORT  
AVAILABLE**



## FUNDING AND SUPPORT AVAILABLE

You can get guidance and support to set up your CID from The Means  
via [redacted] and [redacted]

Funding of up to £40k is available for development costs

- £20k grant available from GLA (ringfenced for CID)
- Up to £20k available from Power to Change – send invoices to the Means for payment by Power to Change.

## WHAT CAN THE FUNDING BE SPENT ON?

### Development and set up costs for your CID, for example..

- Support to develop CID related engagement materials.
- Support with marketing
- Legal expertise to explore the governance of the CID
- Professional time to explore the most appropriate CID model with local stakeholders
- Support to explore other financial aspects of their CID model e.g. how can the CID could be financially self-sustaining?

## HOW TO ACCESS FUNDING

- Groups should produce a **costed development plan** for set up of the CID.
- The Means will support in achieving this
- Costed development plan to be completed by May / June latest
- Approval of this plan by PTC / GLA triggers release of funding from both partners to be spent on developing the CID through to March 31<sup>st</sup> 2023
- In simple terms – the plan to say how the funding will be spent triggers release of grant / funding.

## EXPECTATIONS

1. Commitment to engage with the process
2. Timescale: Start Feb 2022 - End March 31<sup>st</sup> 2023
3. Key Milestones:
  - Submission of costed development plan for CID set up
  - Partnership agreement or incorporation - terms agreed and in place by March 2023



power to  
change

business in  
community  
hands



SUPPORTED BY  
**MAYOR OF LONDON**

## WORK WITH OTHER CID GROUPS

PTC is tendering  
for an evaluator  
to look at:

- Wood Green BID
- PTC to support 5 further CIDs in England.
- Broad aspiration to scale up the CID network



power to  
change

business in  
community  
hands



SUPPORTED BY  
**MAYOR OF LONDON**

## EVALUATION

We are currently tendering for an evaluator to look at:

- What factors help and hinder CIDs from becoming established and thriving?
- What policy changes would be required to help them succeed and thrive?
- What impact do CIDs have? (2023)
- *The evaluator may wish to come and interview members of the CID partnerships at some point during the year.*



power to  
change

business in  
community  
hands



COMMUNITY  
FUND



SUPPORTED BY  
**MAYOR OF LONDON**

# ANY QUESTIONS?

[powertochange.org.uk](https://powertochange.org.uk)



@peoplebiz



# DISCUSSION

## Community Engagement

The role of a CID in Kilburn – what are its key features?

 [themeans.co.uk](http://themeans.co.uk)

**From:** [redacted] <[redacted]@camden.gov.uk>  
**Sent:** 10 March 2022 08:37  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** RE: Note from first meeting

Thank you [redacted] for the attached Guidance Notes. We will review and aim to get any feedback to you ahead of our meeting next week!

Best wishes,

[redacted]  
Senior Planner

Telephone:



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** [redacted] <[redacted]@themeans.co.uk>  
**Sent:** 09 March 2022 18:47  
**To:** [redacted] <[redacted]@camden.gov.uk>; [redacted] <[redacted]@themeans.co.uk>; [redacted] <[redacted]@camden.gov.uk>  
**Cc:** [redacted] <[redacted]@camden.gov.uk>; [redacted] <[redacted]@london.gov.uk>  
**Subject:** Note from first meeting

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Dear All

We propose issuing Guidance Notes to capture the main points from our meetings.

Please review the attached for accuracy and for helpfulness.

Would be please to have your feedback / suggestions.

Looking forward to the site visit next week.

[redacted]  
Managing Director

Tel/ Ffôn: [redacted]

Website: [www.themeans.co.uk](http://www.themeans.co.uk)

Twitter: [@themeans\\_live](https://twitter.com/themeans_live)

*The means: to change places for the better*

London Office

28 Marshalsea Road

London

SE1 1HF

Phone: +44 (0) 207 403 [redacted]

Swyddfa Cymru

Unit 3, West End Yard

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 03 March 2022 10:41  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Introduction

Hi [REDACTED]

Thank you for this – and sorry for not coming back sooner.

Whilst we are developing an exciting approach to using data to inform our work, including through exploring the GLA data and complementary work with UCL, there's more to do in terms of us using the data.

Whilst I think there could still be value in talking at this point in our work, we also have a worry about the pre-election period being so close – we're pushing to get press for our upcoming projects before our cut-off point (and they're being quite unresponsive!)

So sorry not to come back with a more positive response. I feel this would be much more realistic post-election, if that's not too late for [REDACTED]

Thanks,  
[REDACTED]

[REDACTED]  
Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 01 March 2022 10:39  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** FW: Introduction

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi both,

Please see the request below from [REDACTED]. Louise Duggan has been discussing the High Street Data service with her, along with some of the data driven high street strategies you have been developing at Camden. Are you happy for me to connect her with you for a conversation?

Thanks,

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

[london.gov.uk](https://london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]>  
**Sent:** 28 February 2022 17:03  
**To:** [REDACTED] <[REDACTED]> [london.gov.uk](https://london.gov.uk)  
**Subject:** RE: Introduction

Hi [REDACTED]  
Just following up to see whether this is something you could help me with?  
Thanks  
[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 25 February 2022 10:22  
**To:** [REDACTED] <[REDACTED]> [london.gov.uk](https://london.gov.uk)  
**Subject:** Re: Introduction

Hi [REDACTED]  
Nice to meet you. For context - [REDACTED] and working on a feature about how cities are using digital tools and data to help high streets/ urban centres recover and to make decisions about changes. I'm aware of the High Streets Data service and was looking for any examples of it being used in action.  
Thanks!  
[REDACTED]

Sent from my iPhone

On 25 Feb 2022, at 10:15, [REDACTED] <[REDACTED]> [london.gov.uk](https://london.gov.uk) wrote:

Good morning [REDACTED]

Louise Duggan passed on your details.

My contact at [REDACTED] (cc'ed) is looking to speak with a contact at Camden regarding high streets data service. Are you able to please suggest a contact for [REDACTED]

Onto you [REDACTED] 😊

Best  
[REDACTED]



Sharing Cities – Communications Manager

**GREATER LONDON AUTHORITY**

City Hall | The Queen's Walk | London | SE1 2AA

M. [REDACTED] | [REDACTED] [london.gov.uk](https://www.london.gov.uk)

**Working pattern: Monday to Friday mornings, 9am – 1pm**

**NHS health information and advice about coronavirus can be found at [nhs.uk/coronavirus](https://www.nhs.uk/coronavirus)**

**The GLA stands against racism. Black Lives Matter.**

[REDACTED]

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 16 March 2022 10:34  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Check in - Agenda

Hi [REDACTED]  
Welcome back! Yes 2pm at Kilburn underground station.  
Looking forward!

[REDACTED]  
Senior Planner

Telephone:



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 15 March 2022 21:24  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** Re: Check in - Agenda

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED] all,  
Just to say [REDACTED] and planning to join the Kilburn walk around tomorrow... believe we're meeting at 2pm at the Underground station? Let me know if any changes! I'll be on [REDACTED]  
See you then,

[REDACTED]  
Interim Area Manager, Regeneration  
GREATERLONDONAUTHORITY  
169 Union Street, London, SE1 0LL  
[REDACTED] [london.gov.uk](mailto:[REDACTED]@london.gov.uk)  
[london.gov.uk](http://london.gov.uk)  
[Sign up to the Regeneration Newsletter](#)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Date:** Monday, 14 March 2022 at 10:13  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>, [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>, [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: Check in - Agenda

That sounds like a much better idea! Really glad you can make it to Kilburn on Wednesday, looking forward to seeing you then.

Best,

[REDACTED]

Senior Planner

Telephone:



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>

**Sent:** 14 March 2022 10:06

**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]

<[REDACTED]@london.gov.uk>

**Subject:** RE: Check in - Agenda

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]

Thanks for sending across these times – I'm actually in external meeting on Wednesday morning and all day Thursday. Perhaps we could talk about this after the site visit on Wednesday?

Thanks,

[REDACTED]

[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 11 March 2022 17:30

**To:** [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]

<[REDACTED]@london.gov.uk>

**Subject:** RE: Check in - Agenda

Afternoon [REDACTED]

I hope you are well.

Thank you for your comments on the contract and two briefs. We will get revised documents back to you early next week.

Please could we arrange a meeting on when [REDACTED]. We are available at the following times:

Wednesday 16<sup>th</sup> 12:30-1:30pm or 5pm

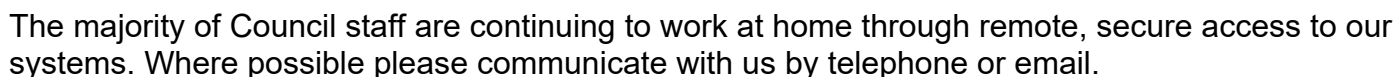
Thursday 17<sup>th</sup> between 9-11:30am

Thank you,

[REDACTED]

Senior Planner

Telephone:



**Sent:** 09 March 2022 19:58

Cc: [REDACTED] <[\[REDACTED\]@camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>; [REDACTED] <[\[REDACTED\]@camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>; [REDACTED] <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Subject:** RE: Check in - Agenda

Hi [REDACTED]

Apologies for the delay getting back to you - I've had a good look through the contract and thinks it takes a really pragmatic approach. I have a few queries/suggestions which I have outlined below:

- The design development (where relevant) and engagement, and governance and decision making sections could benefit from some more detail –about who, when and how project decisions will be made, and how this might change as the CID develops and the project progresses.
- We have also been asked to input something more specific on the CID element along the lines of:
  - o *£40,000 of the funding allocated is ringfenced to support actions leading to the establishment of a Community Investment District, 50% of which will be released upon the production of a costed development plan.*
  - o *As a condition of that funding, Camden agrees to participate fully in the process of creating a Community Improvement District, and to engage fully with the appointed facilitator to deliver the outcomes identified as part of that process within the agreed timeframe.*
- I need to check about the allocation of HSFA funding to TfL, as I'm not sure that this is possible. Can I check is TfL contributing the strip/out fit out? Are TfL still open to aligning their community engagement around the arches with this project?
- The two briefs that you shared need to provide clarity about the role of the Mayor of London (sorry!) and the objectives of the HSFA fund. Without some detail of this project, I'm not sure the full ambition for 2c Maygrove as a flexible community and engagement space is that clear as the brief is currently set out.

Happy to jump on a call tomorrow or Friday.

Thanks

 london.gov.uk

**Sent:** 08 March 2022 17:20

Cc: [REDACTED] <[REDACTED][camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>; [REDACTED]  
[REDACTED][camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>

**Subject:** RE: Check in - Agenda

Hi [REDACTED]  
Sorry for the copious emails. I hope all is well.  
I just wanted to let you know that I'm going on [REDACTED] and will return on Wednesday.  
Please could you email any response to [REDACTED] and [REDACTED] in the meantime? Thanks so much.  
Once you're happy, and all being well, we hope to press on with comms ahead of the pre-election period to raise awareness of the two opportunities.

Thanks,

██████████

██████████ ██████████

Principal Planner

Telephone: 020 7974 ██████████



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** ██████████ ██████████

**Sent:** 07 March 2022 16:25

**To:** ██████████ <██████████@london.gov.uk>

**Cc:** ██████████ <██████████@camden.gov.uk>; ██████████ ██████████

<██████████@camden.gov.uk>

**Subject:** RE: Check in - Agenda

Hi ██████████

Thanks for your email – I hope you're feeling better?

Of course – please find attached the open call documents for 2c Maygrove Road (seen and shaped by TfL) and the artist brief for the Brondesbury Bridge project (led by Brent and shaped by Camden's Arts team).

Happy to discuss.

All the best,

██████████

██████████ ██████████

Principal Planner

Telephone: 020 7974 ██████████



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** ██████████ ██████████ <██████████@london.gov.uk>

**Sent:** 07 March 2022 13:06

**To:** ██████████ <██████████@camden.gov.uk>

**Cc:** ██████████ <██████████@camden.gov.uk>; ██████████ ██████████

<██████████@camden.gov.uk>

**Subject:** Re: Check in - Agenda

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi ██████████

I will aim to get the contract back to you by COP with comments. In the meantime please can you share the briefs for the two procurements that you have outlined above?

Thanks,

Get [Outlook for iOS](#)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** Friday, March 4, 2022 1:45:15 PM

**To:** [REDACTED] <[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>

**Subject:** RE: Check in - Agenda

Hi [REDACTED]

Hope you're well.

I just wanted to flag a potential issue around timescales with the initial catalyst projects that we plan to fund via GLA funding.

We are ready to promote two of the projects publicly – to go live with a brief to connect with an artist to work with local people to design a mural for Brondesbury Bridge and to seek proposals for the vacant, TfL-owned space at 2c Maygrove Road via an open call.

The pre-election period presents a bit of a harsh deadline for us – if we are to progress with these projects, we need to go out next week.

However, we respect the fact that this is GLA funding and that we can't press on without your support – or, in a more formal sense, the contract being signed by the GLA and Camden.

Appreciate it'll be a super busy time at the GLA too; do you have a sense of when we might get the contract signed, assuming there are no outstanding issues to talk through?

Thanks, [REDACTED]

Have a good weekend!

All the best,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



---

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] [REDACTED]

**Sent:** 02 March 2022 14:17

**To:** [REDACTED] <[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>

**Subject:** RE: Check in - Agenda

Hi [REDACTED]

Hope you're having a nice week.

I just wanted to share an updated version of the Stage 3 contract – this time with a fully completed social impact section.

As before, we're super happy to provide further information as required.

Once you're happy, we can get this signed off quick quickly. We're quite keen to confirm support for the projects we've scoped further, though appreciate the need to do things properly.

Happy to discuss!

Thanks,



Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

From: [REDACTED]

Sent: 23 February 2022 15:57

To: [REDACTED] <[REDACTED]@london.gov.uk>

Cc: [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]

<[REDACTED]@camden.gov.uk>

Subject: RE: Check in - Agenda

Importance: High

Hi [REDACTED]

Hope you're well?

Thanks for the invitation to the session on Tomorrow's Market 2.0 today – really enjoyed it.

Particularly enjoyed Troy's 'live from Somers Town' section!

Thanks too for sharing the Stage 3 contract with us. We've completed the sections required (I think!) – please could you let us know if there's anything missing?

Our colleague [REDACTED] (Chief Planner) is likely to be the person who will sign this off. Once you'd had a moment to scan it, we'll ask [REDACTED] to review and sign it.

We're really keen to process this quite quickly as our projects are developing at pace (though hopefully not so fast as to be misaligned with the CID, as discussed) – we're approaching the point of discussing funds for projects are keen that the GLA is happy with what we're doing and don't wish to promise anything to partners that we can't deliver. If you could flag any concerns at this stage, please, I'd be really grateful.

It's a small point within the contract, but we did want to pick up on this point -

*9.2 All publicity generated by the Recipient referring to the Mayor of London and/or the Authority 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.*

Whilst we will of course follow any expectations around comms, it'd be good to pick up on this when we next meet so that we can ensure we're prepared to do things in the right way.

Happy to discuss any of the above.

I will follow up with the draft brief for the Brondesbury Bridge project. Was there anything else you'd like to check over at this point? I've attached a slide update on projects by way of reminder of where we're at with the projects.

Thanks,



Principal Planner

Telephone: 020 7974 [REDACTED]



**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 14 February 2022 17:28  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>  
**Subject:** RE: Check in - Agenda

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]  
I think it makes sense, if it's possible, to at least get a draft of the contract in place – and in particular to agree governance and decision making arrangements (in particular taking into account the partnership) as well as the procurement and design management approach for the project. It would be great to see the brief for the Brondesbury bridge work too.  
You will have seen that I sent across an invitation on Wednesday for a session to introduce Power to Change/CIDs. They have suggested that the invite is extended to include key members of your partnership. Would this be a suitable time to bring Brent and TfL into the conversation, as well as any members of the local community groups who might become ambassadors for this project? If it's too short notice however, the team are keen to set up a some time to come and visit the area and have a meeting face to face.  
Thanks and see you on Wednesday – logos and brand guidance attached.

[REDACTED]  
Thanks

[REDACTED]  
[REDACTED]  
**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]  
london.gov.uk**

[REDACTED]@london.gov.uk

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 08 February 2022 11:10  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>  
**Subject:** RE: Check in - Agenda

Hi [REDACTED]  
Thanks for sharing the contract – I'm going through it at the moment.  
We have one project that's moving ahead at pace – the Brondesbury Bridge mural project. You'll recall we're working with Brent on this one. There's a hope to get an artist brief (incl. your 'supported by the Mayor of London logo) out next week, hopefully leading to some great proposals! This will be the start of a process that will, hopefully, be completed by September. Can we press ahead with the process, even though we haven't signed the contract? No funding will be needed for a little while (e.g. end of April 2022 according to our draft project schedule), but I appreciate the start of the process to commission is still relevant to the GLA, as funder. As I mention, I'll get the detail in the contract and send over to you ASAP.  
On a related point, do you have a lovely hi res logo?

Thanks,  
[REDACTED]

Principal Planner

Telephone: 020 7974



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

From: <> [camden.gov.uk](mailto:camden.gov.uk)

Sent: 04 February 2022 10:59

To: <> [camden.gov.uk](mailto:camden.gov.uk)

Cc: <> [camden.gov.uk](mailto:camden.gov.uk); <> [camden.gov.uk](mailto:camden.gov.uk)

Subject: RE: Check in - Agenda

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi all – attaching the draft contract - there a few things it would be good to talk through.

Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 Mobile:   
[camden.gov.uk](mailto:camden.gov.uk)

[camden.gov.uk](mailto:camden.gov.uk)

From: <> [camden.gov.uk](mailto:camden.gov.uk)

Sent: 03 February 2022 17:28

To: <> [camden.gov.uk](mailto:camden.gov.uk)

Cc: <> [camden.gov.uk](mailto:camden.gov.uk); <> [camden.gov.uk](mailto:camden.gov.uk); <> [camden.gov.uk](mailto:camden.gov.uk)

Subject: RE: Check in - Agenda

Hi

Look forward to catching up tomorrow.

For reference, please find attached some quick slides that give an overview of progress with the work since we last spoke.

Have a good evening.

Thanks,

Principal Planner

Telephone: 020 7974



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** [REDACTED]  
**Sent:** 02 February 2022 12:38  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: Check in - Agenda

Hi [REDACTED]

Thank you for your email and the update. Good to know Power to Change have appointed a facilitator; it'll be great to meet them soon. Here are some dates that work for us for that introductory meeting:

&#0;. 4pm on 10<sup>th</sup> February

&#0;. 4pm on 16<sup>th</sup> February

&#0;. Any time on 18<sup>th</sup> February

Do let me know if those don't work and I'll delve back into diaries.

Looking forward to catching up on Friday to update you on progress with the work and to check in on the Community Improvement District early thinking too. I'll share some project update slides beforehand so that we can make the most of the time we have!

Thanks for sharing the information on raising an invoice; I'll do that this week.

All the best,

[REDACTED]

[REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 01 February 2022 14:56  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: Check in - Agenda

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]

Apologies for the delay getting back to you.

We've just heard from Power to Change that they have appointed a facilitator to work with you on the this project. They have requested that I seek three dates that could work for an introductory meeting.

In the meantime, I'm hoping to issue your draft contract before the end of this week, and perhaps we could meet on Friday to discuss. Do you have any time after 11am?

In terms of HSFA Stage 2 expenditure, the easiest thing to do is claim for your forward funding. If you send me an invoice for £10,000 quoting PO 3101224616 /10, I will process things on my side. You should address your invoice as per the details below. I've also attached a claim form, in which you will eventually (post forward funding) need to detail and evidence your expenditure.

Greater London Authority Accounts Payable P.O. Box 45276 14 Pier Walk London SE10 1AJ Telephone: 0343 222 51  
Let me know if Friday works for you, and I'll send across an invite.

██████████  
**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development**  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
**DD:** 020 7084 ██████████ **Mobile:** ██████████  
**london.gov.uk**

██████████ [london.gov.uk](https://london.gov.uk)

---

**From:** ██████████ <██████████ [camden.gov.uk](https://camden.gov.uk)>

**Sent:** 28 January 2022 17:18

**To:** ██████████ <██████████ [london.gov.uk](https://london.gov.uk)>

**Cc:** ██████████ <██████████ [camden.gov.uk](https://camden.gov.uk)>; ██████████  
<██████████ [camden.gov.uk](https://camden.gov.uk)>

**Subject:** RE: Check in - Agenda

Hi ██████████

Hope you've had a good week!

I wondered if you'd like to catch up at some point over the next week or two?

We were also wondering whether it could be possible to draw down some or all of the Stage 2 funding. If so, aside from an invoice, what else do you need from us? Thanks

Have a lovely weekend.

All the best,

██████████

██████████  
Principal Planner

Telephone: 020 7974 ██████████



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** ██████████

**Sent:** 13 January 2022 17:02

**To:** ██████████ <██████████ [london.gov.uk](https://london.gov.uk)>

**Cc:** ██████████ <██████████ [camden.gov.uk](https://camden.gov.uk)>; ██████████  
<██████████ [camden.gov.uk](https://camden.gov.uk)>

**Subject:** RE: Check in - Agenda

Hi ██████████

Hope you're well? Happy New Year!

I wondered if there was a good time to check in over the next week or two on the work in Kilburn?

Thanks

All the best,

██████████

██████████  
Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED]

**Sent:** 23 December 2021 10:46

**To:** [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED]@london.gov.uk'  
<[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>

**Subject:** RE: Check in - Agenda

Hi [REDACTED] & [REDACTED]

Belated thanks for the catch up last week.

Look forward to updating you on progress with the planned projects next year.

Do let us know when we get the opportunity to meet Power to Change! In the meantime, we're pulling together some useful information to inform that conversation and the work more broadly. Have a lovely break.

Thanks,

[REDACTED]

[REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED]

**Sent:** 16 December 2021 13:55

**To:** [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED]@london.gov.uk'  
<[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>

**Subject:** Check in - Agenda

Hi all

Look forward to checking in soon.

I thought I'd send over a rough agenda for our meeting –

&#0;. GLA / HSFA Challenge update

&#0;. Camden update – Stage 2 and Stage 3 projects

&#0;. Power to Change / CID

&#0;. Tomorrow's Market

&#0;. AOB

Speak later on!

Thanks,

[REDACTED]

■■■■ ■■■■  
Principal Planner  
Regeneration and Planning  
Supporting Communities  
London Borough of Camden

Telephone: 020 7974 ■■■■

Web: [camden.gov.uk](http://camden.gov.uk)

2nd floor

5 Pancras Square

London N1C 4AG



GREATER LONDON AUTHORITY Progress Update & Claim Form		Project:		Project Delivery Manager:	
--	--	----------	--	---------------------------	--

1. Update

G

Please provide an update on progress made in the last month highlighting any achievements (especially milestone activities completed) and any communications activities undertaken

1	
2	
3	

2. Current issues

Please provide an update on any problems that you feel may impact delivery of the project. Please include detail on how you propose to manage them

1	
2	
3	

3. Finance

Project Budget:	Capital:
	Revenue:
Claim this month:	Capital:
	Revenue:
Claims so far:	Capital:
	Revenue:
Evidence (please provide evidence to substantiate any claim. These will have been agreed in the project summary set out in the grant agreement and should correspond)	

4. Milestones

#	Please list the key actions as defined in your funding agreement	Planned date	Revised date	Complete?
1		dd/mm/yyyy	dd/mm/yyyy	N
2		dd/mm/yyyy	dd/mm/yyyy	N
3		dd/mm/yyyy	dd/mm/yyyy	N
4		dd/mm/yyyy	dd/mm/yyyy	N
5		dd/mm/yyyy	dd/mm/yyyy	N
6		dd/mm/yyyy	dd/mm/yyyy	N
7		dd/mm/yyyy	dd/mm/yyyy	N
8		dd/mm/yyyy	dd/mm/yyyy	N
9		dd/mm/yyyy	dd/mm/yyyy	N
10		dd/mm/yyyy	dd/mm/yyyy	N

# GREATER**LONDON**AUTHORITY

## **AGREEMENT FOR THE PROVISION OF FUNDING RELATING TO KILBURN HIGH ROAD**

**between**

**The Greater London Authority**

**-and-**

**The London Borough of Camden**

**THIS AGREEMENT** is made this **XXXX** day of February 2022

**BETWEEN:**

(1) **THE GREATER LONDON AUTHORITY** whose principal offices are at City Hall, The Queen's Walk, London, SE1 2AA (the "Authority" or the "GLA"); and

(2) **THE LONDON BOROUGH OF CAMDEN** 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.
- 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 **Kilburn High Road** by the provision of the GLA Funding to the Recipient.
- 1.3 The Recipient's total costs of fulfilling the Project Objectives are **[words]** pounds sterling (£**[numbers]**), the Recipient has committed itself to meeting the Project Objectives, [to contributing **[words]** pounds sterling (£**[numbers]** to the Project] and to using all reasonable endeavours to secure Additional Funding for use in meeting the Project Objectives (together the "Recipient's Contribution").
- 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 In this Agreement capitalised terms shall have the meaning prescribed to them in Clause 18.

**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 Milestones, notify the Authority in writing immediately upon becoming aware that any Milestones are unlikely to be achieved fully in accordance with this Agreement.

### **3. Duration of Agreement and Funding Breakdown**

- 3.1 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 **March 2023**.

### **4. Payment and Performance Monitoring 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 Schedule 2 and this Clause 4.
- 4.2 Where Project Objectives are to be met on a:
- (a) Milestone basis, the provisions of Part A of Schedule 2 shall apply to, and govern the Recipient's making of claims for and the Authority's making of payments of GLA Funding; and/or
  - (b) Project Output basis, the provisions of Part B of Schedule 2 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 Quarterly 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 Where this Agreement contains Milestones requiring the Recipient to undertake post-Project delivery monitoring and evaluation the Recipient shall do so, evaluating the impacts and outcomes of the Project in accordance (as a minimum) the self-evaluation template set out at Schedule 4.
- 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.

## **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 Schedules 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 becoming Insolvent in the future;
- (g) keep a record of all (i) Expenditure Incurred together with full supporting evidence including (without limitation) 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 (ii) Additional Funding received. All evidence of Expenditure Incurred such as invoices, receipts, timesheets and other relevant documents must be supplied to the Authority (and any person nominated by the Authority) upon request and 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 Data Protection Legislation) 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 During its useful life 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 apply the Recipient's Contribution to the Project Objectives, Milestones and/or Project Outputs;

- (b) in the Authority's opinion the Recipient fails to deliver or unsatisfactorily delivers the Project Objectives, Milestones and/or Project Outputs;
- (c) 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;
- (d) 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;
- (e) the Recipient fails to comply with any of the terms and conditions set out in this Agreement;
- (f) the composition, ownership or control of the Recipient changes, or the Recipient becomes Insolvent or is dissolved in any way;
- (g) 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;
- (h) 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;
- (i) the Recipient fails to comply with the Authority's policies in place from time to time in place in undertaking activity pursuant to the Project
- (j) 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, contracts, 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
- (k) the acts or omissions of the Recipient, its contractors, agents, servants of any persons receiving grant funding from the Recipient might (in the 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 [*insert notice duration*] 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 such amounts of the GLA Funding paid to the Recipient prior to termination as it deems appropriate;
  - (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 Schedule 2.
- 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 Subsidy Control**

- 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 and policies including the Public Contracts Regulations 2015 and GLA Contracts and Funding Code. For the avoidance of doubt:
    - (i) three or more written quotations must be sought in respect of purchases with values between £10,000.00 and £150,000.00 (inclusive); and
    - (ii) an advertised competitive tender exercise (in accordance with the Public Contracts Regulations 2015 where the thresholds therein are met/exceeded) must be conducted in respect of purchases with values exceeding £150,000.00; 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 Subsidy Control Rules and shall ensure that all requirements for such rules are met.
- 8.3 In addition and without prejudice to the Recipient's obligations under Clause 8.2, unless otherwise notified by the Authority, the Recipient shall not:
- (a) accept the GLA Funding acting in the capacity of a Relevant Enterprise; nor
  - (b) disburse the GLA Funding to a Relevant Enterprise,
- where such Assistance has a monetary (or equivalent) value exceeding the Subsidy Control Threshold.
- 8.4 In order to prevent any single Relevant Enterprise receiving Assistance in excess of the Subsidy Control 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 Subsidy Control Disclosure Form from the Relevant Enterprise before allowing it to participate in the Project, providing it with such Assistance;
  - (b) only provide such Assistance to a Relevant Enterprise when satisfied that doing so will not raise the total amount of Assistance received by that Relevant

Enterprise from the Authority or any other public body or public source above the Subsidy Control Threshold;

- (c) maintain copies of the Subsidy Control Disclosure Forms and information about the amount and nature of the Assistance provided for a period (in each and every case) of ten financial years after the date on which the Assistance is provided to the Relevant Enterprise in question; and
- (d) permit the Authority, its auditors and agents access to the Subsidy Control Disclosure Forms and to any other related records and information it considers necessary for assessing whether relevant Subsidy Control 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 and Industrial Strategy and/or any other public body who has statutory responsibility for Subsidy Control Rules.

8.5 The Recipient shall notify the Authority when:

- (a) the value of Assistance provided under the Project to any single Relevant Enterprise reaches the Assistance 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 Assistance received by the Relevant Enterprise complies with Subsidy Control Rules, including (without limitation) directing the Recipient not to provide the Relevant Enterprise with any further Assistance.

8.7 If the Authority directs it to do so the Recipient shall itself complete a Subsidy Control Disclosure Form in respect of any portion of the GLA Funding utilised by the Recipient that the Authority considers to be Assistance to the Recipient as a Relevant Enterprise and shall fully cooperate with the Authority in utilising any other applicable exemption or approval procedure to comply with the Subsidy Control Rules.

8.8 The Authority reserves the right to vary the requirements relating to Subsidy Control Rules in line with changes to legislation from time to time.

8.9 The Authority may monitor the Recipient's compliance with the requirements of this Clause 8 (where applicable) and for the avoidance of doubt any failure to comply with such requirements (where applicable) shall be deemed a breach of a material term or condition of this Agreement for the purposes of Clause 7.1(d).

## **9. Publicity and Intellectual Property**

9.1 The Recipient shall ensure that, where appropriate, publicity is given to the Project and the fact that the Authority is financially supporting the Project. In acknowledging the contribution made by the Authority, the Recipient must comply with any guidance on publicity provided by the Authority and the Authority's logos (in the form set out in Schedule 3) shall be used wherever possible.

- 9.2 All publicity generated by the Recipient referring to the Mayor of London and/or the Authority 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**

- 11.1 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 Quarterly 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) cooperate fully with and provide the Authority and its agents, 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
  - (b) procure that its agents, servants and contractors cooperate fully with and provide the Authority and its agents, 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.

### **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 it (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; and
  - (iii) foster good relations between people who share a protected characteristic and those that do not (protected characteristics having the meaning ascribed to them by the Equality Act 2010 and including (without limitation): age, race, gender, disability, religion or belief, sexual orientation, marital or civil partnership status, gender reassignment),

and shall, in undertaking any activity concerning the Project assist and cooperate with the Authority where possible in respect of the Authority's compliance with its duties under Clause 13.3(b);

- (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 including any amendment or re-enactment thereof and/or any guidance, enactment, order, regulation or instrument made pursuant to the same;
- (d) (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 Data Protection Legislation)

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;
- (f) shall, where 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; and
- (g) shall ensure that its employees, contractors, servants, agents and/or sub-contractors undertake the Project and comply with its obligations under this Agreement in manner which enables the Authority to comply fully with its duties under Part 5 of the Counter-Terrorism and Security Act 2015 and which sets out a duty for specified authorities (and their grant recipients) to have due regard to the need to prevent people from being drawn into terrorism.

## **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 fulfil 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 Data Protection Legislation, including (without limitation) the maintenance of an appropriate registration with the Information Commissioner.
- 15.2 The Freedom of Information Act 2000 ("FOIA") 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.
- 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;
  - (c) information which is disclosed with the consent of the disclosing party.
- 15.5 The Recipient acknowledges and agrees that the Authority:
  - (a) is subject to the Transparency Commitment and accordingly, notwithstanding Clause 15.3, the Recipient hereby gives its consent for the Authority to publish the Agreement Information to the general public; and
  - (b) the Authority 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 and Counterparts**

- 16.1 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.
- 16.2 This Agreement may be executed in any number of counterparts or duplicates, each of which shall be an original and such counterparts or duplicates shall together constitute one and the same 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. Definition of Terms**

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

- 18.1 **“Additional Funding”** has the meaning prescribed to that term in Clause 4.3 of this Agreement.
- 18.2 **“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.
- 18.3 **“Assistance”** means any financial or non-financial aid or assistance provided to a Relevant Enterprise including (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).
- 18.4 **“Assistance Trigger Point”** means, unless the Authority notifies the Recipient otherwise, three hundred thousand pounds sterling (£300,000) of Assistance provided from all public authority sources to a Relevant Enterprise over a three year period, being this fiscal year and in the previous two fiscal years.
- 18.5 **“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.

- 18.6 **“Capital Asset”** means any item of equipment or other asset which has a purchase value of one thousand and five hundred pounds sterling (£1,500.00) 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.
- 18.7 **“Certificate of Output Delivery”** means, where applicable, the certificate to be completed and submitted to the Authority in accordance with Part B of Schedule 2 and Schedule 9 as amended by the Authority from time to time.
- 18.8 **“Data Protection Legislation”** means:
- (a) 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;
  - (b) Directive (EU) 2016/680 (the Law Enforcement Directive);
  - (c) any legislation in force from time to time in the United Kingdom relating to privacy and/or the Processing of Personal Data, including but not limited to the Data Protection Act 2018;
  - (d) any statutory codes of practice issued by the Information Commissioner in relation to such legislation; and
  - (e) the Privacy and Electronic Communications (EC Directive) Regulations 2003.
- 18.9 **“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.
- 18.10 **“Financial Year”** means the annual period from 1 April to 31 March.
- 18.11 **“FOIA”** has the meaning given to it in Clause 15.2.
- 18.12 **“Force Majeure Event”** 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 affected party to perform its obligations in accordance with the terms of this Agreement but excluding any such event insofar as it arises from or is attributable to the wilful 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.
- 18.13 **“GLA Funding”** means a sum of up to **one hundred and fifty-five thousand pounds sterling (£155,000)** to be paid to the Recipient by the Authority in accordance with the terms and conditions of this Agreement.
- 18.14 **“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 IV 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).

- 18.15 **“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.
- 18.16 **“Milestones”** means the milestones set out in Part A of Schedule 2 for the Recipient’s fulfillment of the Project Objectives set out in Schedule 1.
- 18.17 **“Quarterly Monitoring Form”** means the form to be completed and submitted to the Authority by the Recipient under Clause 4.3 in such form and containing such content as the GLA informs you from time to time”
- 18.18 **“Output Related Funding”** means, where applicable, the GLA Funding paid in respect of Project Outputs as set out in Part B of Schedule 2.
- 18.19 **“Overall Unit Cost”** means, where applicable, the total Output Related Funding divided by the number of Sustained Outcomes. [The overall unit cost for [ ] programme/Project is [words] pounds sterling (£[numbers]).]
- 18.20 **“Project”** means the Kilburn High Road.
- 18.21 **“Project Objectives”** means the objectives to be met by the Recipient as set out in Schedule 1 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.
- 18.22 **“Project Outputs”** means the outputs including the Sustained Outcomes to be met by the Recipient as set out in Schedules 1 and/or 2, 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.
- 18.23 **“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.
- 18.24 **“Quarterly Claim Form”** means the form to be completed and submitted to the Authority by the Recipient under Schedule 2 which shall take the form of the template set out at Schedule 5.
- 18.25 **“Recipient’s Chief Financial Officer”** has the meaning given to it in paragraph 1 of Part A of Schedule 2.
- 18.26 **“Recipient’s Representative”** means the representative of the Recipient responsible for ensuring the effective delivery and management of the Project.
- 18.27 **“Recipient’s Responsible Procurement Plan”** has the meaning given to it in Clause 13.3(e).
- 18.28 **“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 the provision of aid and assistance to children, young people and adults in education, unemployed persons, apprentices, persons on work placements and employees where the Assistance provided does not directly assist their employer.

18.29 **“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 the GLA.

18.30 **“Review Meeting”** has the meaning given to it in Clause 12.2.

18.31 **“Sub-Grantee”** means any person which the Recipient funds in whole or in part from the GLA Funding.

18.32 **“Subsidy Control Disclosure Form”** means the form attached at Schedule 5 or such other disclosure form as the Authority may on the giving of notice to the Recipient require it to use.

18.33 **“Subsidy Control Rules”** means all applicable rules concerning Assistance arising from resources provided by a public authority, including (without limitation) central, devolved, regional and local government that provide a selective benefit to the Relevant Enterprise. Such contributions being granted (or received) by public authorities will be governed primarily (but not exhaustively) by:

- a) the terms of the Trade and Cooperation Agreement between the European Union, European Atomic Energy Community and the United Kingdom of Great Britain and Northern Ireland ;
- b) the World Trade Organisation (WTO) rules;
- c) the Northern Ireland Protocol;
- d) European Union (Withdrawal Agreement) Act 2020;
- e) any other international trade agreements; and/or
- f) other relevant legal obligations, for example, a local authority's Duty of Best Value.

18.34 **“Subsidy Control Threshold”** means the maximum level of Assistance which can be provided to a Relevant Enterprise from time to time from all public authority sources over a three year period, being this fiscal year and in the previous two fiscal years in accordance with Paragraph 4, Article 3.2 of Part Two of the TCA. At the time of entering into this Agreement the maximum level of Assistance is three hundred and forty four thousand and six hundred pounds sterling (£344,600).

18.35 **“Sustained Outcomes”** means such Project Outputs described as such Schedules 10 and/or 2 or any annexure thereto.

- 18.36 **“TCA”** means the Trade and Cooperation Agreement between the European Union, European Atomic Energy Community and the United Kingdom of Great Britain and Northern Ireland.
- 18.37 **“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.
- 18.38 **“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.
- 18.39 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.

**This Agreement may be executed by the electronic application of their authorised signatories’ signatures and provision of electronic copies of the same.**

**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.

Executed and delivered for an on behalf of the )  
**GREATER LONDON AUTHORITY** by: )

.....  
Authorised Signatory

.....  
NAME (BLOCK)

.....  
Position

.....  
Authorised Signatory

.....  
NAME (BLOCK)

.....  
Position]

Executed and delivered for an on behalf of the  
**THE LONDON BOROUGH OF CAMDEN** by:

.....  
Authorised Signatory

.....  
NAME (BLOCK)

.....  
Position

.....  
Authorised Signatory

.....  
NAME (BLOCK)

.....  
Position]

***[Obtain and insert wording recipient confirms as being used to execute deeds – electronically where required]***

# **Schedule 1**

## **Project Description**

### **Kilburn High Road**

#### **Project Summary**

##### **Context**

*[insert details on background, rationale and objectives; the partnership delivering the project and the asset/s]*

##### **Background**

Kilburn is an energetic and creative neighbourhood of around 25,000 people within both Camden and Brent, with Kilburn High Road at its heart. The street is one section of the busy A5 corridor and forms the borough boundary. Designated a major town centre, Kilburn High Road is home to a retail cluster that supports 1,500 jobs and is a significant location for a number of hospitality, leisure and financial services sectors, each supporting approximately 600-700 jobs. Kilburn is a connected neighbourhood, well-served by public transport, with access to up to 6 bus routes along the street and access to both Underground services at Kilburn Station and Kilburn Park Station and Overground services at Brondesbury and Kilburn High Road.

The neighbourhood is home to a range of independent businesses, including support a designated NT3 evening and night-time economy of more than local significance sufficient to encourage visitors from outside the neighbourhood. Within and surrounding Kilburn High Road is a rich network of community organisations that deliver a range of services and initiatives – including those that provide opportunities for social interaction and fun, others that deliver celebratory cultural programmes and a number that support people to build the skills they need to live good lives. These organisations - experienced and skilled – could provide the backbone of and lead a transformative partnership in Kilburn. Early stage conversations highlight a desire to play a key role in actively delivering positive change in Kilburn's centre.

##### **Rationale and objectives**

Both Camden and Brent Councils have a focus on Kilburn. This reflects the range of challenges that local people care about and raise. It is also a response to a significant number of planned and proposed projects and schemes that, collectively, provide an opportunity to improve the experience of Kilburn as a place, introduce new, welcoming spaces and exciting uses that provide opportunities for social and economic activity and public value.

##### **Identified challenges**

There are a number of challenges in Kilburn - documented within existing research undertaken by local groups, through Brent and Camden-led conversations and other consultations that have taken place.

Those challenges facing the high street include:

- Traffic dominance, congestion and high levels of air pollution

- Narrow and cluttered pavements
- Scarcity of greening along the high road
- Poor quality public realm and lighting
- Need to create a sense of arrival to Kilburn
- Lack of diversity within the high street offer in places
- Need for affordable workspace
- Issue fly-tipping and other anti-social behaviour
- Evening and night time economy requiring more support
- Lack of public space and underutilisation of existing spaces; and
- Prominent buildings not in active use
- Coordinated working across borough boundaries
- No Business Improvement District

The Covid-19 pandemic has had implications for Kilburn too. GLA data shows spend at retail businesses reduced significantly over the past two years, particularly following lockdowns – though, positively, post-lockdown spend on eating out is now above pre-pandemic levels.

### The Opportunities

Despite many challenges, there are a great many opportunities in Kilburn. The area has a vibrant multi-cultural community, there are great local cultural organisations and venues and it is well connected by public transport. There are also many active and engaged groups and local organisations that do great work in the area.

The work in Kilburn comes a point at which several opportunities make for a period of potentially transformative change. There are also some planned investments / projects in the area including:

- (a) Transport for London's (TfL) proposal to revitalise the arches adjacent to Kilburn Station
- (b) The boroughs' work with TfL to create safer and healthier streets in Kilburn
- (c) Camden's plan to rethink Kilburn Library and its key role as a high street presence
- (d) Planning approval granted by Brent to redevelop the shopping parade within the privately owned Kilburn Square
- (e) Brent's plan to upgrade the lighting to enliven the sense of arrival at Kilburn Station
- (f) Brent's Brent Business Support Funds that will provide for shopfront improvements plus cleaning, lighting and greening projects

### **The Strategy**

We are seeking to build an innovative and effective community partnership to help tackle Kilburn's challenges and make the best of those opportunities collectively. We want to empower residents, businesses and local groups and partners to shape their local high street and take action. The GLA's High Streets for All Challenge represents a timely opportunity to make the most of those opportunities and to bring together the community and partners around a range of activity and action to create visible and measurable possible benefits for Kilburn High Road and the residents it serves

The Stage 3 approach has three key aspects:

- **A vision through partnership:** *Scoping a participation model that works for Kilburn and serves to provide meaningful opportunities for local people to shape change in their neighbourhood*
- **Making it happen:** *Delivering projects to create a buzz around the work*
- **Unlocking Kilburn's underutilised assets:** *Activating assets that can support partnership building and provide the space required for networking, conversation and grassroots project development*

#### Community Improvement District pilot funding

Desired outcomes for this ringfenced funding will result in CID pilot groups and their stakeholders having selected their preferred CID model, with a better understanding of where the CID fits strategically in terms of partnerships with other high street stakeholder and existing formal / informal area plans, along with greater awareness of the policy landscape including potential sources of funding for the CID - including potential revenue streams such as commercial trading, membership or supporter subscriptions, service agreements/contracts with local authorities and grants etc to work towards the sustainability of the group.

CID pilots will be expected to have undertaken engagement with a wide range of stakeholders in place, and maximised opportunities for formal involvement of local people and organisations, resulting in outputs including Terms of Reference documentation including but not limited to CID model, financial model, scope and remit, membership, governance structure and an Action Plan including but not limited to planned activities, key roles required, community engagement and communications (events, relationship building), capital works or schemes, etc.

#### The TFL partnership

#### The Assets

#### **The proposal**

[insert details on:

- methodology
- design, development and engagement work to be undertaken
- procurement and design management arrangements including those activities involving GLA officers and input from the High Streets for All Expert Panel
- resources available to deliver the project]

#### Methodology

#### Design development and engagement work to be undertaken

#### Procurement approach

Design management arrangements (including those activities involving GLA officers and input from the High Streets for All Expert Panel)

#### Resource:

The project will be supported by officers from LB Camden and LB Brent, with a combined 2.0 FTE for the duration of the funding.

In addition to dedicated officer time from Camden, the work is supported by existing governance structures including Camden's Monthly Further High Streets Board, comprising strategic officers from across relevant Council Services as well as monthly meetings with the lead members. This is further supported by joint working with the London Borough of Brent. Camden has recently launch the High Streets Crowdfund in partnership with Spacehive and has ring-fenced up to £360k of funding to support grassroots high streets projects. The first round is live now and a further round will take place in the spring. This is a borough-wide initiative, but we hope that this will include projects from local groups and businesses in Kilburn, building on activity in the area.

The project has secured up to £208,000 in match funding, including £123,000 of in kind support, and £85,000 of funding.

## Expected outputs

*[insert details on deliverables for this funding – please link these to the Social Value and EDI Action Plan]*

## Summary: Stage 2 and Stage 3 key milestones and outputs

Stage project commenced	Project	Milestones	Outputs
<b>Stage 2</b>	Life in Kilburn's community market	<ul style="list-style-type: none"> <li>Design approach to test market</li> <li>Implement and review test markets</li> <li>Revise concept</li> <li>Strategy to secure further funding</li> </ul>	<ul style="list-style-type: none"> <li>Costed plan for a community market in Kilburn</li> <li>Test markets in December '21 and Spring '22</li> <li>Evaluation</li> </ul>
<b>Stage 2</b>	TfL's Kilburn Railway Arches project	<ul style="list-style-type: none"> <li>Undertake works</li> <li>Call for ideas</li> <li>Programming themed activities</li> <li>Delivery</li> </ul>	<ul style="list-style-type: none"> <li>Vision</li> <li>Meanwhile use model</li> </ul>
<b>Stage 3</b>	Community partnership scoping and development	<ul style="list-style-type: none"> <li>Raising awareness</li> <li>Initial sessions to discuss opportunity</li> <li>Workshops to shape approach</li> <li>Develop action plan</li> </ul>	<ul style="list-style-type: none"> <li>Participation model</li> <li>Agreed legal status</li> <li>Action plan</li> <li>Funding strategy</li> </ul>
<b>Stage 3</b>	Connecting Kilburn art project	<ul style="list-style-type: none"> <li>Share brief</li> <li>Shortlist proposals</li> <li>Co-design concept</li> <li>Delivery</li> </ul>	<ul style="list-style-type: none"> <li>Design concept for Kilburn</li> <li>A mural designed with and for local people</li> </ul>
<b>Stage 3</b>	Library of Things	<ul style="list-style-type: none"> <li>Identify 10-12 sq. m space within Kilburn Library</li> <li>Install Library of Things kiosk</li> <li>Marketing</li> <li>Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Increased footfall</li> <li>Reduced waste</li> <li>Linked circular economy events</li> </ul>
<b>Stage 3</b>	2C Maygrove Road	<ul style="list-style-type: none"> <li>Further scope works</li> <li>Undertake works</li> <li>Call for ideas</li> <li>Programming themed activities</li> <li>Delivery</li> </ul>	<ul style="list-style-type: none"> <li>Community-led project ideas</li> <li>Meanwhile use model</li> <li>Affordable workspace model</li> </ul>
<b>Stage 3</b>	107 Kingsgate Road	<ul style="list-style-type: none"> <li>Scope potential uses for building</li> </ul>	<ul style="list-style-type: none"> <li>Community-informed proposal for building</li> </ul>

## Risks

*[insert details on risks and issues which could impact delivery]*

• Risk	• Rating	• Mitigation
<ul style="list-style-type: none"> <li>That we are too quick to identify deliverables and outcomes that they appear ‘final’ to local people and discourage their involvement in the work</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>M</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that we find the most appropriate model to bring people into the work and ensure genuine shared power</li> <li>Prioritise the creation of a community hub</li> <li></li> </ul>
<ul style="list-style-type: none"> <li>That interest in a partnership is low</li> </ul>	<ul style="list-style-type: none"> <li>L</li> </ul>	<ul style="list-style-type: none"> <li>Conversations to date highlight a desire to connect work in Kilburn and find ways to collaborate on high street work</li> <li>Opportunity to scope a partnership from scratch – we can ensure that the principles and ways of working are shaped by partners from the start</li> <li>We can also focus on working with a core group of 5-6 partners and develop this over time</li> </ul>
<ul style="list-style-type: none"> <li>A lack of coordination across the borough boundary makes the development of a vision and delivery of projects complicated</li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>M</li> </ul>	<ul style="list-style-type: none"> <li>Joint Camden/ Brent officer group set up and to meet regularly to monitor progress</li> <li>Emerging from that is a framework for effective partnership working</li> <li>This will involve putting in place structures and governance to enable effective partnership working</li> </ul>
<ul style="list-style-type: none"> <li>We are unable to use space within the TfL estate</li> </ul>	<ul style="list-style-type: none"> <li>M</li> </ul>	<ul style="list-style-type: none"> <li>We have mapped other spaces that could potentially be used for community activities</li> <li>Conversations with colleagues overseeing the</li> </ul>

		future of those assets continues outside of the bid process
--	--	---

## Timetable

*[insert details in this table below,]*

Activity	Start	End

## Achieving Social Value and EDI - Action Plan

The Mayor's equality, diversity and inclusion (EDI) strategy 'Inclusive London' sets out the future of London as a diverse, inclusive and integrated city, where everyone should be able to reach their full potential and prosper. The creation of diverse and accessible local places and economies are key aims of the Good Growth Fund, and the GLA is committed to work with their delivery partners through the fund to encourage social integration and champion inclusive growth in London. 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 the Public Services (Social Value) Act 2012, and demonstrate this through regular reporting of progress.

With reference to the accompanying guidance notes, and using the template below, please outline the impact your project will have and how it will achieve social value for its proposed beneficiaries, and how as an organisation you will take steps to address equality, diversity and inclusion principles within the operation of your business. Where applicable you should outline how 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. Furthermore, please outline how you intend to monitor the impact on these different equalities groups' including disadvantaged groups and excluded groups.

To ensure the table is focused we recommend selecting five priorities areas related to the project, and five priority areas related to your organisation. Key actions relating to achieving social value and EDI should also be recorded in the milestone and funding schedule.

**[PLEASE COMPLETE THE FOLLOWING TABLE AND IDENTIFY FIVE PRIORITY AREAS FOR EACH SECTION - PLEASE DELETE THE EXAMPLES IN ITALICS SHOWN AND REPLACE WITH AGREED PROJECT OBJECTIVES]**

Objective	Current position/ Baseline	Action/ Task	When	Person responsible/ Resource Required	Measure of success
<b>Project Objectives - Achieving Social Value</b>					
1	<i>Collaborate with groups (with protected characteristics) within the existing community as part of the development, delivery and legacy of the project</i>	<i>No engagement or collaboration taken place to date</i>	<i>Appoint a suitably qualified consultant to develop and carry out engagement activities</i>	<i>May 2019 (Appoint consultant ) Autumn 2019 – Spring 2020 (development &amp; legacy engagement)</i>	<i>Project Manager &amp; Engagement Consultant</i>
		<i>Identify key engagement activities as part of the design brief, construction</i>			<i>Attendance at workshops and engagement programme is reflective of the diversity of the local community</i>
					<i>Final project reflects the needs and</i>

			plan, operation, and management of the finished project	Summer 2020 (legacy engagement commencement)		input of a diverse selection of local groups
2						
3						
<b>Organisation Objectives - Addressing Equality, Diversity &amp; Inclusion</b>						
1	To create a workforce that is reflective of the diversity of area	<p>There is no data currently collected on ethnicity, faith etc (Data to be reviewed in line with the Equality Act 2010)</p> <p>There are no links with educational institutions or local communities</p> <p>The E&amp;D policy has not been reviewed in the last three years</p>	<p>Collate workforce diversity data on all equality groups</p> <p>Carry out employee EDI survey</p> <p>Develop links with local schools/ colleges and or young people, representing diverse communities</p> <p>Monitor data on a six monthly basis</p> <p>Review and update policy</p>	<p>April 2019 (survey)</p> <p>September 2019 (Educational links)</p> <p>September 2020 (targets)</p>	Director of HR	<p>Workforce is increasingly reflective of gender, ethnic, disability diversity</p> <p>By 2020: X% of staff are women X% of staff are BAME 8% of staff are disabled</p>
2						
3						

## **Schedule 2**

### **Funding Schedule**

#### **Part A: for Milestone Related GLA Funding**

1. On achievement of the Milestones, the Recipient shall submit a Quarterly Claim Form (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 Chief Financial Officer (which shall mean (i) 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 or, (ii) where the Recipient is not a London borough council, such officer validly authorised to act in such capacity on the Recipient's behalf ("Recipient's Chief Financial Officer")) to the Authority for the appropriate amounts as set out in this Schedule 2 for the relevant Milestone, such claims to be accompanied by:
  - (a) a completed Quarterly Monitoring Form together with such evidence and other information as the Authority may reasonably require; and
  - (b) such other evidence and information as the GLA may require from time to time (as set out in this Schedule 2 or otherwise).
2. The Authority shall make payment to the Recipient, or as otherwise directed in accordance with this Schedule 2, within 30 days of receipt of a valid invoice which the Recipient may issue following approval by the Authority of valid Quarterly Claim Forms submitted in accordance with paragraph 1 above.
3. If the record 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.

### **Section 1 - Milestone Funding Table**

[illegible]

## Section 2 – Quarterly Claim, Milestones and Declaration forms

This section includes the key documents required for the claiming of expenditure (examples only – grant claim forms will be sent as required per quarter)

GREATER LONDON AUTHORITY	
Co	
For project use	Organisation ..... Project name ..... Project Manager: ..... Start Date: ..... Completion: .....
For internal use	GLA Lead ..... Date submitted to GLA ..... Programme Manager: .....
Contents	Guidance
Section I	Please submit an electronic copy of this claim form signed by your Finance Officer or Director, and follow up with a hard copy. Electronic copies should be returned to: your project manager and programme manager. Please attach evidence of expenditure (see section II for guidance on acceptable evidence).
Section II	Set out the details of your use of GLA funding on the project objectives to date (with evidence of expenditure, eg. 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 financial officer).
Section III	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 financial 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 financial officer.
Section IV	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.

**Section I: Quarterly Claim Form**[Guidance](#)

Organisation	
Project Name	
Quarter	
Name(s) of officer applying for grant	
Position in organisation	
Email address	
Correspondence address	
Postcode	
Telephone Number	
Mobile Number	

Guidance on completing table:

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 history from your finance management system showing actual expenditure.

F. Please list the supplier name and invoice numbers as applicable.

G. Budget should match the budget set out in Schedule 2 of the funding agreement.

H. Cumulative spend from all funding partners to date on this project, against this milestone file to include all previous claims against this milestone if relevant

L. Total spend for this item in this claim period.

J. Amount of GLA funds to be claimed for this period (automatically calculated from total claim period spend)

A. Unique ID	B. Project	C. Workstream	D. Milestone	E. Evidence	F. Supplier name and Invoice number	G. Budget (£)	H. Cumulative spend to date (£)	I. Spend for this claim period (£)
						Capital	Capital	Capital
<b>TOTAL</b>						0.00	0.00	0.00
<b>J. Amount of GLA funds to be claimed for this period (£)</b>						<b>47%</b>		0.00

## Section III: 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 amount 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 claim period:

Capital		Q4
---------	--	----

- 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
Public funding				
Private funding				

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

GLA Funds	Project Lifetime Budget	(insert year) Budget	FY (insert year) YTD	(insert year) Remaining Budget	Future Years Budget*
Capital					

- We confirm that the following is an accurate reflection of the **match funding** drawdown to date including that declared in this claim:

Match Funds	Project Lifetime Budget	(insert year) Budget	FY (insert year) YTD	(insert year) Remaining Budget	Future Years Budget*
Capital					

- 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	(insert year) Budget	FY (insert year) YTD	(insert year) Remaining Budget	Future Years Budget*
Capital					

Please forecast below expenditure amounts relating to 17/ 18 which is unable to be processed and validated through your finance system in time for this Q4 claim submission.

Forecast for remaining (insert year) expenditure	Forecast (£)		Comments
	Capital	0.00	
Carry Forward Request for (insert year)	(£)		Comments
	Capital	0.00	

\* To be completed if agreed with GLA Project Manager

This declaration must be signed by the project manager and the Director of Finance or Financial Officer.

Signature	Name in BLOCK letters	Position	Date

### **Schedule 3**

### **The Authority's Logo**



## **Schedule 4**

### **Self-Evaluation Template**

Use this template where the Agreement contains Milestones requiring the Recipient to undertake post-Project delivery monitoring and evaluation. Use this template to evaluate the impacts and outcomes of the Project. The Recipient must, as a minimum, provide all of the information indicated below.

<b>Project Name and Summary</b>	
<b>Borough/Organisation Name</b>	
<b>GLA Project Manager</b>	
<b>Manager completing the self-evaluation</b>	
<b>Total GLA Funding for Project</b>	
<b>Total lifetime cost of Project</b>	
<b>Other public/private investment</b>	
<b>Actual Project start date</b>	
<b>Actual Project end date</b>	

**1.0 Executive Summary**

**2.0 Methodology**

**3.0 Project Background, Context and Rationale**

**4.0 Project Aims and Objectives**

**5.0 Using and Sharing the Results from the Evaluation (if appropriate)**

## Schedule 5

### **Subsidy Control Disclosure Form**

The GLA is considering giving Assistance or the equivalent of Assistance provided under Paragraph 4, Article 3.2 of Part Two of the Trade and Cooperation Agreement between the European Union, European Atomic Energy Community and the United Kingdom of Great Britain and Northern Ireland up to a maximum of the GLA Funding in relation to the Project.

The GLA is required to check whether you will have received Assistance which, when combined with the proposed GLA Funding, exceeds the Subsidy Control Threshold as defined in Clause 18.35.

**Please note if you are part of a group of companies your declaration needs to relate to all subsidy or public funds received by all entities within that group for these purposes.**

If you have (in this fiscal year or the 2 fiscal years prior to that) received any Assistance or public funding in respect of costs to which you are intending to apply and to be provided to you under the Project you must inform the GLA (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 subsidy 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 document having signed and dated it and (where applicable) having completed the tables below. Please then return the document to [NAME OF CONTRACT] at [ADDRESS]. If you do not return the document signed and dated (and provided detail of relevant funding, if any, as requested), the GLA will be unable to provide you with the GLA Funding in relation to the Project.

Recipient of Assistance/funding	Purpose of Assistance/funding	Amount	Date

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

Name	Position	Signature	Date

## Summary sheet for publication

In compliance with the Local Government Transparency Code 2015

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

<b>Overarching grants programme:</b>	Name of the grant funding programme/pot	
<b>Description/Purpose of the grant:</b> <b>Brief explanation</b>	<i>Brief explanation</i>	
<b>The grant is for a total of:</b>	<i>In pounds</i>	
<b>The grant is awarded on:</b>	YYYY/MM/DD	
<b>The grant covers the following time period:</b>	From YYYY/MM/DD to YYYY/MM/DD	
<b>It is awarded to:</b>	Name of Recipient Organisation	
<b>The recipient is:</b>	<i>A voluntary and community sector organisation:</i> <i>A social enterprise:</i> <i>Other:</i> <i>If "Other" please provide more detail</i>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Company or charity registration number:</b>	<i>Company number:</i> _____ <i>Charity number:</i> _____	
<b>It was awarded by:</b>	<i>Relevant GLA team and directorate</i>	
<b>The award of this grant was formally approved by:</b>	MD2901	

IN ORDER FOR THE GLA TO COMPLY WITH THE 2015 LOCAL GOVERNMENT TRANSPARENCY CODE, **THE GLA OFFICER WILL FORWARD THIS SHEET AND THE FUNDING LETTER TO THE GOVERNANCE TEAM** AS SOON AS IT IS SIGNED. (Jack Pascoe [jack.pascoe@london.gov.uk](mailto:jack.pascoe@london.gov.uk) / Post Point 11 / Tel extension: 4818).



## **Guidelines for using our ‘Supported by’ logo**

Please observe our exclusion zone - double the height of the ‘N’ as clear space on all sides

Run the grey logo on light backgrounds and the white logo on dark backgrounds

Check the logo is a minimum of 30 mm wide in print, 150 pixels wide on screen

Then send work featuring the logo to **[design@london.gov.uk](mailto:design@london.gov.uk)** for sign off

Thanks

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 14 February 2022 17:30  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Check in - Agenda  
**Attachments:** LEAP\_Style\_Guide\_April\_2020\_FA.pdf; LEAP Logos Pack.zip

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Apologies, I've just been told we need to include the LEAP logo too (on most materials – although I think it will be fine not to have it on a bridge).

[REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATER LONDON AUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]**

**london.gov.uk**  
[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** [REDACTED]  
**Sent:** 14 February 2022 17:28  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>  
**Subject:** RE: Check in - Agenda

Hi [REDACTED]

I think it makes sense, if it's possible, to at least get a draft of the contract in place – and in particular to agree governance and decision making arrangements (in particular taking into account the partnership) as well as the procurement and design management approach for the project. It would be great to see the brief for the Brondesbury bridge work too.

[remainder of email chain duplicates]

# LEAP Style Guide

Brand Application and Inspiration

# Contents

	Introduction	P 03
1.0	Primary Logo	P 04
1.1	Single colour version of the Primary Logo	P 05
2.0	Secondary Logo	P 06
2.1	Single colour version of the Secondary Logo	P 07
3.0	Primary Typeface – For marketing materials and official publications	P 08
4.0	Type Usage & Hierarchy	P 09
5.0	Secondary Typeface – Internal usage	P 10
6.0	Colour Palette	P 11
7.0	Brand Device Explained	P 12
7.1	Brand Device Application	P 13
8.0	Iconography	P 14
9.0	Photography	P 15
10.0	Infographic and Chart Styles	P 16
11.0	Example Applications	P 17 – 19

# Introduction

These guidelines sets out the core principles for using the LEAP brand assets. Giving guidance on how to use the logo, colour palette, typefaces and brand devices.

We encourage you to use this guide as a reference when applying the brand.



# 1.0

## Primary Logo

This is the primary LEAP logo. It’s made up of three core elements, the arch, the logo type and the strapline. When combined this creates the primary logo lock-up.

To ensure the logo has maximum impact we’ve employed an exclusion zone, this is the area of uninterrupted space surrounding the logo.



**Minimum size**  
To ensure the strapline is always visible online or in print we’ve employed a set of minimum sizes.

40mm width in print  
120px width online



**Exclusion Zone**  
The minimum clear space is equivalent to the height of the ‘A’ within the logo type.

# 1.1

## Single Colour Version of the Primary Logo

In addition to the 2 colour version featured on the previous page a single coloured version can be used on selected occasion.

However, the logo must not appear in any other colour opposed to the three referenced on the right.



**Minimum size**  
To ensure the strapline is always visible online or in print we've employed a set of minimum sizes.

40mm width in print  
120px width online



Single colour versions available:



Core Grey



White



Cyan

# 2.0

## Secondary Logo

This is the secondary version of the LEAP logo and can be used as an alternative to the primary logo to vary the brands application and also where it is not feasible to feature the strapline.



**Minimum size**  
To ensure the logo is always visible online and in print we've employed a set of minimum sizes, which are different to the primary logo.

25mm width in print  
70px width online



**Exclusion Zone**  
The minimum clear space is equivalent to the height of the 'A' within the logo type.

## 2.1

### Single Colour Version of the Secondary Logo

Like the primary logo there is a single colour version of the secondary logo available too.

However, the logo must not appear in any other colour opposed to the three reference on the right.



#### Minimum size

To ensure the logo is always visible online and in print we've employed a set of minimum sizes, which are different to the primary logo.

25mm width in print  
70px width online



#### Exclusion Zone

The minimum clear space is equivalent to the height of the 'A' within the logo type.



Single colour versions available:



Core Grey



White



Cyan

### 3.0

#### Primary Typeface –

For marketing materials  
and official publication

The primary display typeface is Omnes,  
and is to be used for all external facing  
marketing materials and official publications.

With two weights available, the font is clear,  
accessible and approachable.

The minimum type size is 11.5pt for body  
copy in print and 14px for online usage.

Aa

Omnes Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

0123456789!@£\$%^&\*()

Aa

Omnes Medium

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

0123456789!@£\$%^&\*()

Omnes

# 4.0

## Type Usage & Hierarchy

Here is an example of type hierarchy for all external facing LEAP materials, It shows how the typefaces can be used and which is the most appropriate weight for main headlines, sub headers and body copy.

Feel free to chose the type size as long as the body copy is not below 11.5pt in print and 14px online.

(Example size)

**Headline style 1.0**  
Omnes Medium  
Size: 24pt  
Leading: 29pt  
Tracking: +20pt

Title /  
Main Headline

**Sub heading style 1.0**  
Omnes Medium  
Size: 16pt  
Leading: 20pt  
Tracking: +20pt

Sub heading / Standfirst

**Body copy style 1.0**  
Omnes Regular  
Size: 11.5pt  
Leading: 15pt  
Tracking: +20pt

Body Copy prat diat praesectetue dolore dio od  
duis dio commodolorer in ut lor irit, vullamet, sed  
diametuer iustie feugait, corem vero diat, velit  
lorpero od deliquatin henim.

**Footer notes 1.0**  
Omnes Regular  
Size: 8pt  
Leading: 11.5pt  
Tracking: +20pt

Body Copy prat diat praesectetue dolore dio od duis dio  
commodolorer in ut lor irit,

## 5.0

Secondary Typeface —  
Internal usage

For all internal usage where Omnes isn't available,  
i.e. for email signatures, Powerpoint presentations  
and Word documents please use Arial across  
these materials.

Aa

Arial Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

0123456789!@£\$%^&amp;\*()

Aa

Arial Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

0123456789!@£\$%^&amp;\*()

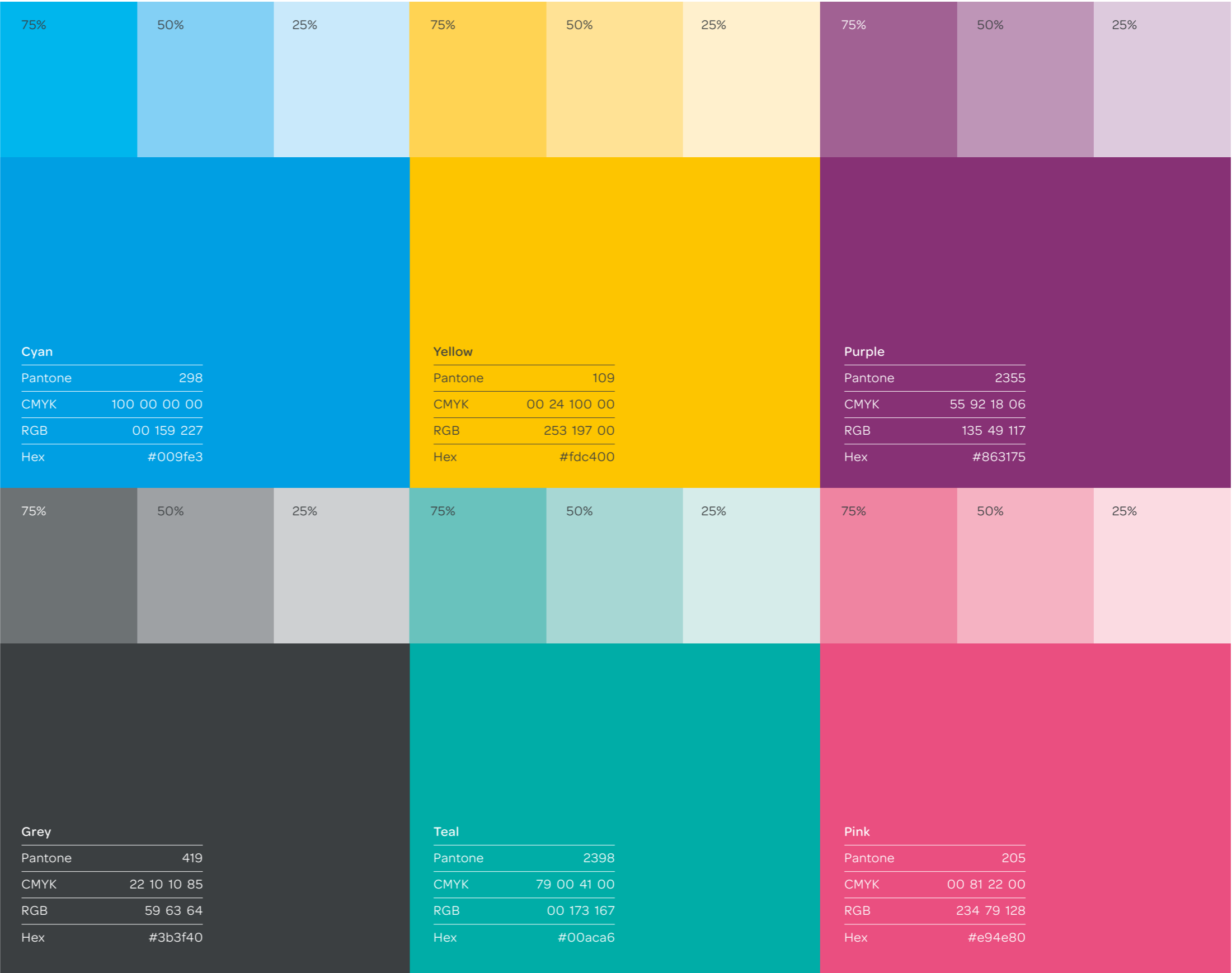
Arial

# 6.0

## Colour Palette

The LEAP colour palette consists of five bright colours and one base colour. The grey should be used sparingly, ideally for text only.


Tints of each colour can be used on occasions.




# 7.0

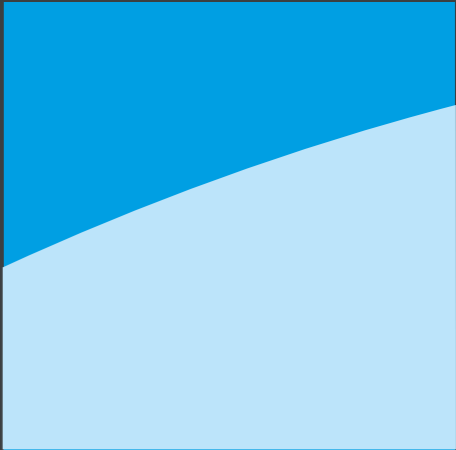
## Brand Device

Using the arched line within the logo to build a brand device and visual language that can be used across all LEAP materials.



The Local Enterprise Partnership for London





The device is rooted in the logo, taking a snippet of the arched line and using it in a variety of ways.

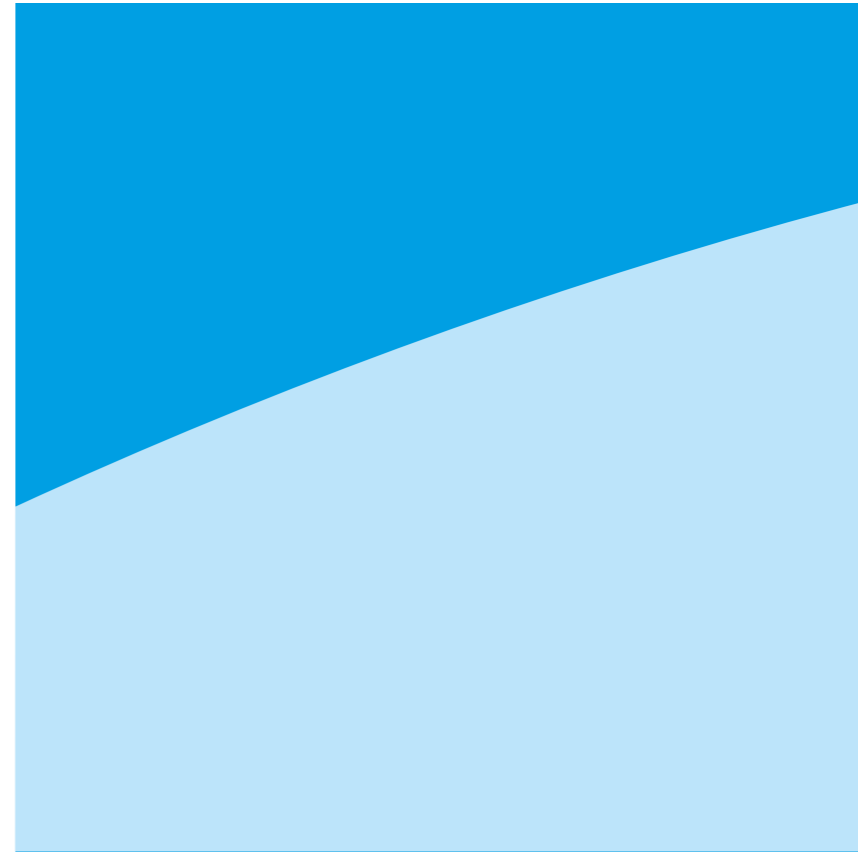
That snippet can then form the basis of a background graphic or container for photography, examples to follow.

Finally adding colour.

## 7.1

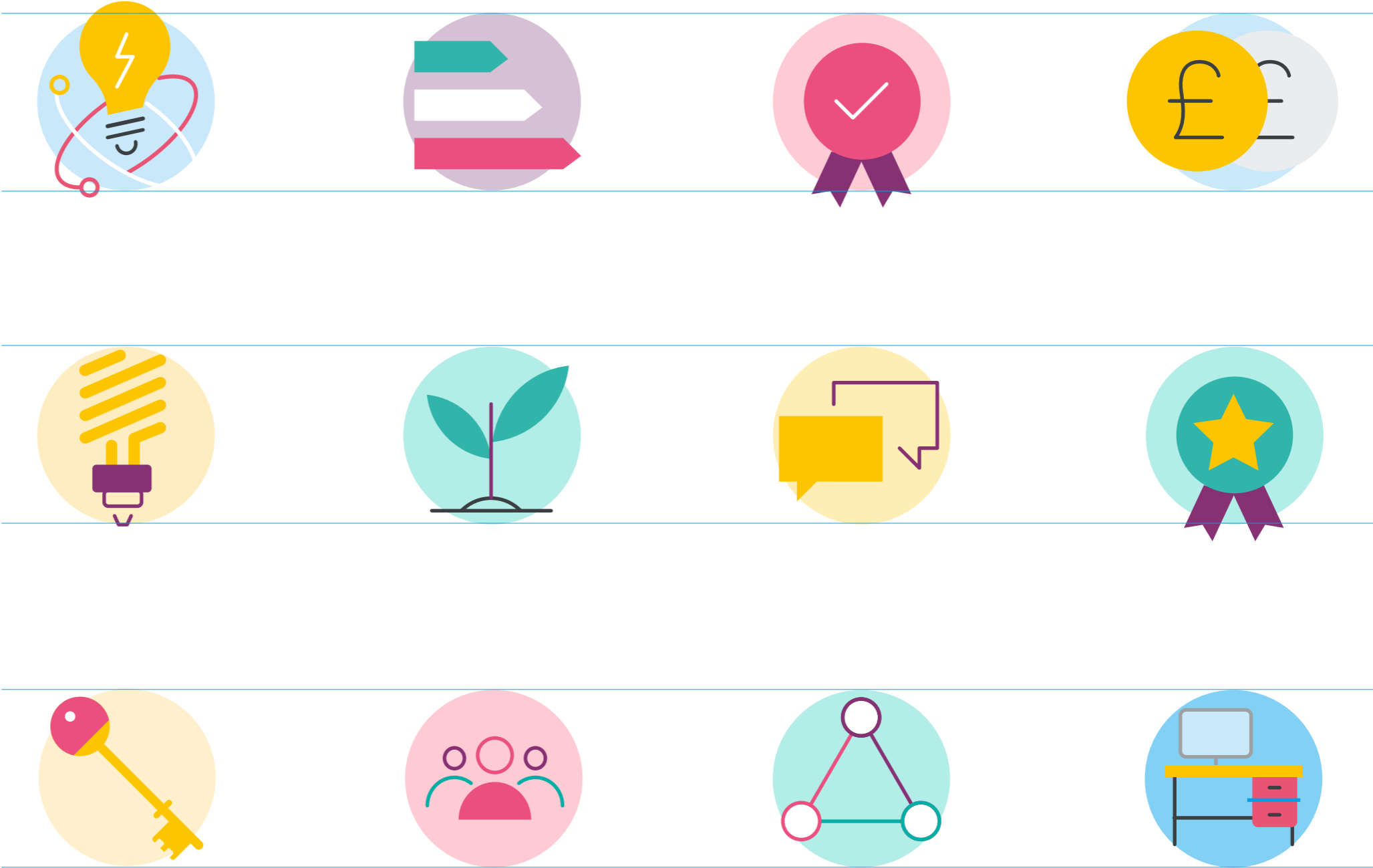
### Brand Device Application

Using the vibrant and energetic LEAP colour palette to bring the device to life. Building a set of arch snippets, all taken from the logo, each with a slightly different curvature.



8.0  
Iconography

All LEAP brand icons should be constructed with a circle in the background, icons can slightly overlap the circle edge.



# 9.0 Photography

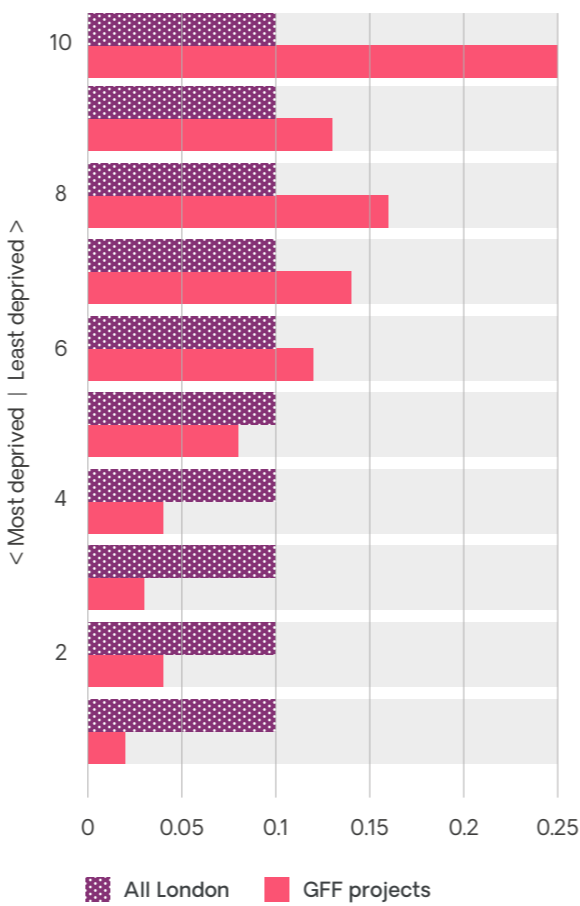
LEAP’s photographic style should feel natural, bright, people focussed and optimistic, free of any filters or effects, here’s an example selection.



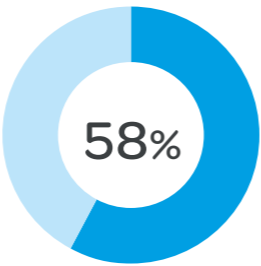
# 10.0

## Infographics, Charts and Table Styles

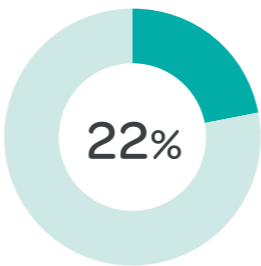
Here’s an example of how stats and figures should be presented across LEAP’s materials.



Capital And Revenue At 31 March 2019	Total Funding Agreed £M	Total Committed³ £M	Cash Spent 2018-19	Cumulative Cash Spent To March 2018 £M
Programme Area				
Further Education Capital Programme	100.1	102.6	16.1	43.5
Skills for Londoners Capital Fund	106.0	96.5	5.6	6.9
Mayor Construction Academy	8.0	8.0	0.0	0.0
London Regeneration Fund	17.2	17.2	6.8	16.1
Digital Skills	5.0	3.3	0.9	1.6
Small Sites	13.4	11.4	0.7	0.9
Cleaner Heat Cashback	10.0	10.0	3.3	3.3
Air Quality	1.0	1.0	0.8	0.8
Good Growth Fund	67.2	61.0	6.9	6.9
Growth Deal Programmes	327.9	311.0	41.1	80.0



of our investments  
to date have been  
made in some of  
the most deprived  
areas in England.



of LCIF founders  
being female  
compared  
to an industry  
average of 8%



2,887

Supported 2,887  
learners;



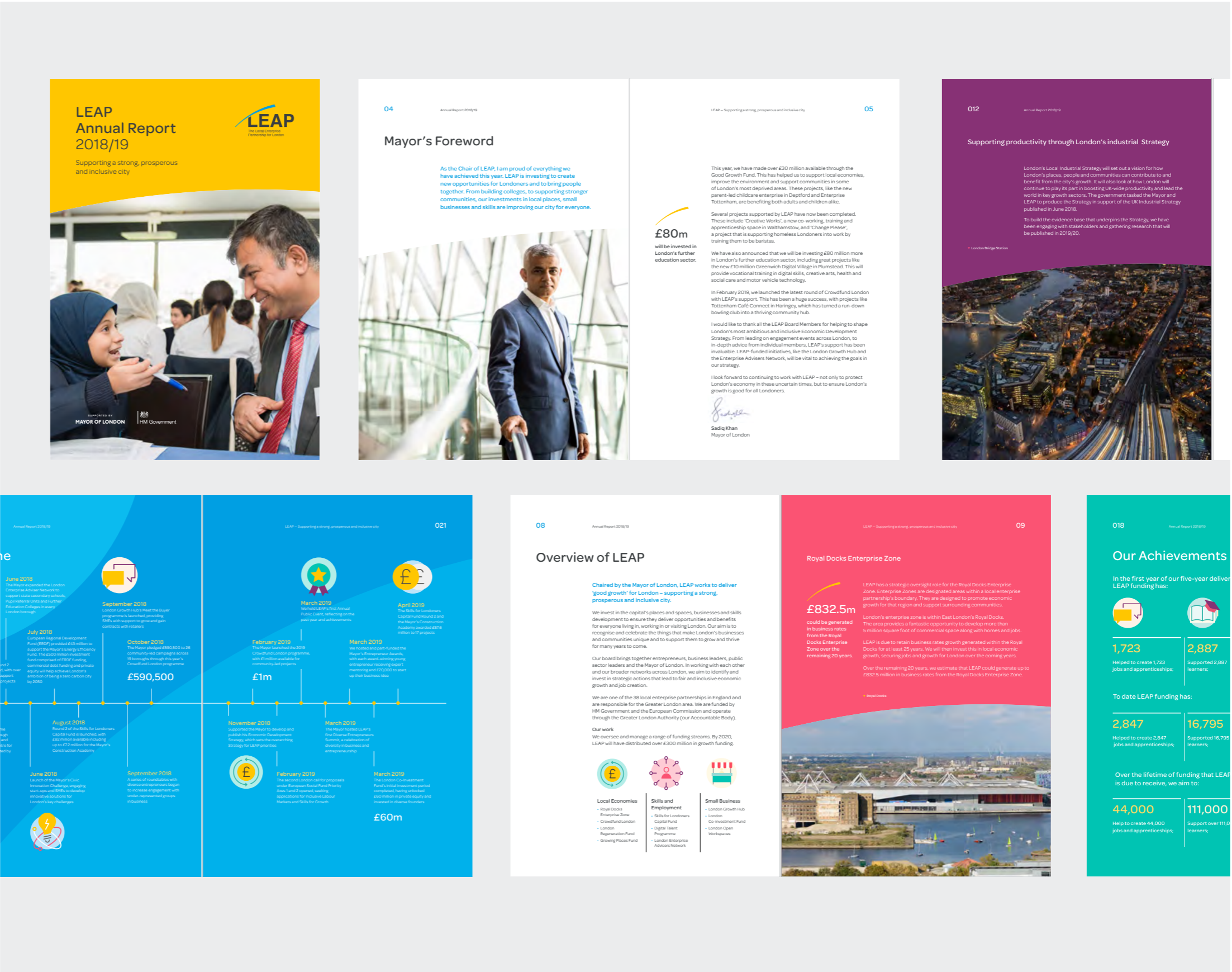
2,190

Provided business  
support to 2,190  
entrepreneurs  
and SMEs.

# 11.0

## Example public facing application

Examples of last year’s annual report design, for reference only.



11.0  
Example public  
facing application

Business card layout reference,  
four coloured fronts to choose from.



## 11.0

### Example Application

How the arch can be applied to special edition marketing materials.





[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 02 February 2022 15:01  
**To:** [REDACTED]  
**Subject:** RE: Kilburn

Hey [REDACTED] – it will just be me and Camden tomorrow – I'll run through the contract and milestones with them.

They've sent across three dates for the first meeting with the facilitator – I'll try and make a slot work for all of us?  
Does that sound sensible?

[REDACTED]

[REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]**

**london.gov.uk**

[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 02 February 2022 14:56  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** Kilburn

Meeting Power to Change tomorrow on next steps... will email you some bullets ahead of Friday catch up with Kilburn ...

[REDACTED]  
**Interim Area Manager, Regeneration  
GREATERLONDONAUTHORITY  
169 Union Street, London, SE1 0LL  
[REDACTED] [london.gov.uk](https://www.london.gov.uk)**

[london.gov.uk](https://www.london.gov.uk)  
[Sign up to the Regeneration Newsletter](#)

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 31 March 2022 10:34  
**To:** [REDACTED]  
**Subject:** RE: High Streets for All Challenge - Focus workshops

**CAUTION:** This email originated from outside this organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Me too! Thanks, [REDACTED]

[REDACTED]  
Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 31 March 2022 09:51  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: High Streets for All Challenge - Focus workshops

Thanks [REDACTED]  
I will be joining this workshop.  
Best,

[REDACTED]  
Senior Planner

Telephone:



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 31 March 2022 09:13  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** High Streets for All Challenge - Focus workshops

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi all,

A reminder that we're running a workshop on Building Strong Communities on the High Street in collaboration with Bloomberg. It starts at 2pm today – joining details below.

Thanks,

[london.gov.uk](https://london.gov.uk)

**From:** [REDACTED] [london.gov.uk](https://london.gov.uk)>

**Sent:** 30 March 2022 19:33

**To:** [REDACTED]

**Subject:** RE: High Streets for All Challenge - Focus workshops

Hi all,

The High Streets for All focus workshops kickstart tomorrow at 2pm with the *Building strong communities on high streets session* delivered in partnership with Bloomberg.

Please see below for the agenda and attached for a more detailed speaker briefing.

The workshop will be help online and you're welcome to join - please join using the Zoom link here:

Join Zoom Meeting

<https://bloombergdotorg.zoom.us/j/83954413004>

<https://bloombergdotorg.zoom.us/j/83954413004> 

## Join our Cloud HD Video Meeting

Zoom is the leader in modern enterprise video communications, with an easy, reliable cloud platform for video and audio conferencing, chat, and webinars across mobile, desktop, and room systems. Zoom Rooms is the original software-based conference room solution used around the world in board, conference, huddle, and training rooms, as well as executive offices and classrooms. Founded in 2011, Zoom helps businesses and organizations bring their teams together in a frictionless environment to get more done. Zoom is a publicly traded company headquartered in San Jose, CA.

[bloombergdotorg.zoom.us](https://bloombergdotorg.zoom.us)

## Agenda

### 2:00PM – Login and welcome

[REDACTED] GLA Regeneration (Chair)

### **SOCIAL INTEGRATION**

### 2:05PM – All of Us

#### The common goal of Social Integration

[REDACTED] GLA Social Integration

### 2:15PM – Case Study

#### The Lions Society

[REDACTED], The Lions Society

### 2:30PM – Break Out Exercise: Bad Guys and Superheroes

Facilitators: [REDACTED]

All from Bloomberg Associates

### 2:45 – Sum up

### **COMMUNITY ENGAGEMENT**

### 2:55PM – With the Community. For the Community

## Engagement residents in your project

GLA Community Engagement

3:05PM – BREAK

3:10PM – Case Study

Collective Community Action

3:25PM – Break Out Exercise: Please come to my party

Bloomberg Associates

3:40PM – Sum up

## OUTREACH

3:45PM – What to Communicate and How to do it

Support from the GLA

GLA Regeneration

3:55PM – Case Study

How to create your communications plan

Lead of Communications, Bloomberg Philanthropies

4:10PM – Break Out Exercise: Shopping List

Bloomberg Associates

4:20PM – Sum up

4:25PM – Close out

---

From: High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>

Sent: 09 March 2022 07:31

To:

**Subject:** FW: High Streets for All Challenge - Focus workshops

Hi everyone

Please see below invite which has gone out to Challenge project partners and borough contacts. Please do follow up with your projects.

Thanks

---

From: High Streets for All

Sent: 09 March 2022 07:27

To: High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>

**Subject:** High Streets for All Challenge - Focus workshops

You're invited to attend the upcoming series of **High Streets for All focus workshops** taking place between March and May.

These focus workshops are an opportunity for boroughs and high street partnerships to come together to discuss the development and delivery of their exemplar projects, share insights and challenges with their peers and examples of best practice, seek advice on approaches to innovation and get support from sector experts, GLA Officers and the Mayor's Design Advocates.

The series will kick-start with four online workshops corresponding to key themes identified in the High Streets for All Challenge, as well as feedback received from high street partnerships.

The format of the workshops will be a mix of short lunchtime sessions and slightly longer sessions. You are welcome to join the most relevant ones to support your exemplar project.

**Please use the individual links below to sign up via Eventbrite:**



**Building strong communities on high streets – [Register](#)**

**31 March 2022, 14.00 – 16.30**

A special half-day session in partnership with Bloomberg Associates, offering practical tools and inspiration to support the social resilience of high streets and town centres.

 **Safe and inclusive high streets – [Register](#)**

**21 April 2022, 13.00 – 14.00**

Exploring how design can impact the safety of our high streets.

 **Night streets for all – [Register](#)**

**27 April 2022, 12.30 – 13.30**

Planning and managing of high streets at night, supporting our city's recovery from the pandemic and ensuring the needs of Londoners are met around the clock.

 **Successful workspaces on the high street – [Register](#)**

**5 May 2022, 12.00-13.00**

Exploring key themes on setting up successful, flexible, and affordable workspaces.

We will share recordings and summary notes as takeaways from the sessions.

**Ahead of the workshops:**

Participants will be asked to complete a short survey, the details for this will be shared in due course.

We are very keen that attendance at the workshops represents London's diverse communities. If you delegate this invite, please consider the opportunity for colleagues from underrepresented groups.

**Further sessions coming up**

- ☐ Seminars to support markets to explore actions that can ensure London's markets, whether public, private or community organised, are resilient and tie in with high street recovery plans.
- ☐ Further Future Neighbourhoods 2030 workshops to support a green recovery and local responses to the climate challenge.

GREATERLONDONAUTHORITY

**[london.gov.uk](https://london.gov.uk)**

Sign up to receive the Mayor's Regeneration newsletter

**From:** High Streets for All  
**Sent:** 21 March 2022 18:11  
**To:** High Streets for All  
**Subject:** High Streets Challenge pre-workshop survey

Thank you for registering to attend the upcoming **High Streets for All focus workshops** taking place between March and May. Further information on each workshop, including the online meeting link will be shared with attendees in due course.

Ahead of the workshops we're kindly asking all partnerships to please complete this short survey by **5pm, Wednesday 23 March**: [High Streets Challenge: Pre-workshop Survey \(alchemer.eu\)](https://alchemer.eu/s/highstreetschallengepreworkshop)

The purpose of this survey is to gain a better understanding of outputs and skills participants would like to gain from the workshops offered.

The survey will also help the High Streets for All team to better understand the variety of projects developed by attendees as well as engagement processes and communications delivered across projects to date.

The High Streets for All team

GREATERLONDONAUTHORITY  
[london.gov.uk](https://london.gov.uk)

[Sign up](#) to receive the Mayor's Regeneration newsletter

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 15 December 2021 13:29  
**To:** [REDACTED]  
**Subject:** RE: Tomorrow's Market

No problem – that's done.  
See you / speak tomorrow,

[REDACTED]  
Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 15 December 2021 12:42  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: Tomorrow's Market

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED] – 1430 works for us. Can you add [REDACTED] [london.gov.uk](https://www.london.gov.uk) to the invite?

Thanks

[REDACTED]  
[REDACTED]  
**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]  
[london.gov.uk](https://www.london.gov.uk)**

[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 15 December 2021 11:20  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: Tomorrow's Market

Hi [REDACTED]

Thanks for this.

No worries at all, imagine your pre-Christmas is busy with the Stage 3 announcements!  
Can you do 2:30?

Thanks,



Principal Planner

Telephone: 020 7974



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** [Redacted] <[Redacted]@london.gov.uk>

**Sent:** 15 December 2021 10:11

**To:** [Redacted] <[Redacted]@camden.gov.uk>

**Cc:** [Redacted] <[Redacted]@camden.gov.uk>; [Redacted] <[Redacted]@camden.gov.uk>; [Redacted] <[Redacted]@camden.gov.uk>; [Redacted] <[Redacted]@camden.gov.uk>

**Subject:** RE: Tomorrow's Market

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Thanks for the update [Redacted] Let's talk more about this tomorrow.

I apologise about this – tomorrow's diaries are proving a real challenge. Is there any chance we can move the meeting to 2pm?

Also, I wanted to flag that the purchase order for this work is now operational - and if you do plan to make any claims prior to Christmas in relation to the Stage 2 work, please do send across you invoice asap.

3101224616 /10

01.12.2021

20,000.00

Thanks



**Senior Project Officer, NW Area Team,**

**Regeneration and Economic Development**

**GREATERLONDONAUTHORITY**

City Hall, The Queen's Walk, London SE1 2AA

**DD:** 020 7084 [Redacted] **Mobile:** [Redacted]

**london.gov.uk**

[Redacted] [london.gov.uk](mailto:[Redacted]@london.gov.uk)

**From:** [Redacted] <[Redacted]@camden.gov.uk>

**Sent:** 10 December 2021 14:32

**To:** [Redacted] <[Redacted]@london.gov.uk>

**Cc:** [Redacted] <[Redacted]@camden.gov.uk>; [Redacted] <[Redacted]@camden.gov.uk>; [Redacted] <[Redacted]@camden.gov.uk>; [Redacted] <[Redacted]@camden.gov.uk>

**Subject:** Tomorrow's Market

Hi [Redacted]

Hope you're having a nice Friday.

Thanks for reminding me of the Tomorrow's Market deadline.

As you know, the work with Life in Kilburn hasn't been progressing as we'd have liked.

However, the Tomorrow's Market opportunity is really good and as we have other local groups interested in markets – including the local Somali Cultural Centre, who are interested in setting up a small food market – I submitted an EOI.

I wanted to drop you an email as our EOI won't have been as clear or specific as we'd have liked – just wanted to ensure you knew why, in case it comes across your desk.

There is interest in supporting a local group to start a market if they have the motivation to do it and we have in place the advice and guidance, and some funding, to enable it.

█ (cc'd) is in touch with Life in Kilburn and we'll hopefully know soon what their intention is. If that's not a goer, we may check in with other local groups.

Speak more next week.

Thanks,



Principal Planner  
Regeneration and Planning  
Supporting Communities  
London Borough of Camden

Telephone: 020 7974 █

Web: [camden.gov.uk](http://camden.gov.uk)

2nd floor  
5 Pancras Square  
London N1C 4AG





[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 09 December 2021 09:34  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: GLA / Camden - Check in: Kilburn

Hi [REDACTED]  
Thanks for this – and no worries, I can see it'll be good to have [REDACTED] there.  
I've sent across an updated invite.  
Have a good day.  
Thanks,  
[REDACTED]

[REDACTED]  
Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 09 December 2021 09:30  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>  
**Subject:** RE: GLA / Camden - Check in: Kilburn

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]  
Really sorry – can we rearrange this slot? My colleague [REDACTED] who is leading on the CID/power to change commission wants to attend and isn't available today  
Does this 16<sup>th</sup> still work on your side? We are available at midday.  
Apologies for the short notice.

[REDACTED]  
[REDACTED]  
**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]  
london.gov.uk  
[REDACTED] [london.gov.uk](https://www.london.gov.uk)**

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 08 December 2021 17:59

**To:** [REDACTED] <[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]

<[REDACTED]@camden.gov.uk>

**Subject:** RE: GLA / Camden - Check in: Kilburn

Hi [REDACTED]

Look forward to checking in with you tomorrow.

Here's a super rough agenda:

- ☐ GLA update on the fund and next steps
- ☐ Project update
- ☐ Power to Change
- ☐ AOB

We can obviously discuss other things you're keen for us to touch on!

Thanks,

[REDACTED]

Principal Planner

Regeneration and Planning

Supporting Communities

London Borough of Camden

Telephone: 020 7974 [REDACTED]

Web: [camden.gov.uk](https://camden.gov.uk)

2nd floor

5 Pancras Square

London N1C 4AG



[Email signature image removed]

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

Please consider the environment before printing this email.

-----Original Appointment-----

**From:** [REDACTED]

**Sent:** 03 December 2021 16:10

**To:** [REDACTED]

**Subject:** GLA / Camden - Check in: Kilburn

**When:** 09 December 2021 14:00-14:45 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** Microsoft Teams Meeting

---

## Microsoft Teams meeting

**Join on your computer or mobile app**

[Click here to join the meeting](#)

For help with joining a Teams meeting, click on the Help link below.

[Learn More](#) | [Help](#) | [Meeting options](#)

---

This e-mail may contain information which is confidential, legally privileged and/or copyright protected. This e-mail is intended for the addressee only. If you receive this in error, please contact the sender and delete the material from your computer. See our new Privacy Notice [here](#) which tells you how we store and process the data we hold about you and residents.

[REDACTED]

---

**From:** High Streets for All  
**Sent:** 03 December 2021 11:11  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** High Streets for All Challenge - Stage 3 outcome

Dear [REDACTED]

**High Streets for All Challenge application – Kilburn High Road**

Today the Mayor of London, Sadiq Khan, will unveil the Stage 3 investments as part of his £4 million High Streets for All Challenge. £2.29 million has been awarded to 15 projects which put local partnerships at the heart of high street recovery, and underpin the public re-imagining of high streets and town centres across London.

We are pleased to inform you that in principle approval has been granted in respect of your request for GLA funding for the Kilburn High Road project for an amount up to £135,000 revenue funding and £20,000 capital funding. This would include support to develop a Community Improvement District.

However, please note that you should not place any reliance on the support of the GLA until you are provided with, and both the GLA and you have executed, a formal funding agreement. Accordingly, any expenditure that you incur and/or to which you commit (including any which you may have incurred or committed to in relation to the preparation of your proposal for funding) prior to execution by both parties of the funding agreement is entirely at your own risk.

The Greater London Authority staff members responsible for working up the grant award with you will be [REDACTED] [london.gov.uk](https://www.london.gov.uk). They will be in touch soon to discuss the next steps, which will include managing the funding agreement process.

If you are planning any media announcements and would like to request a supportive quote, please send your draft press release to [economicdesk@london.gov.uk](mailto:economicdesk@london.gov.uk) in the City Hall press team.

If you are planning any social media outreach then please use the following hashtag for announcements where possible - #HighStreetsforAll

Yours sincerely,

Louise Duggan

**Interim Head of Regeneration  
Greater London Authority**

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 03 December 2021 16:10  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: GLA announcement

Hi [REDACTED]  
Thank you for this.  
Thanks too for the official / formal confirmation. We're really keen to have a positive impact in Kilburn and this funding is really key to getting us started. Thank you.  
Our press team is working on a press release; I shared the guidance that you provided with them earlier.  
Perfect – I'll send across a meeting invite for the 9<sup>th</sup>. Look forward to discussing further then.  
Thanks again.  
Enjoy the weekend,  
[REDACTED]

[REDACTED]  
Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 03 December 2021 11:37  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: GLA announcement

[Attachment - See Email: High Streets for All Challenge - Stage 3 outcome 3/12/2021]

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]  
I've just had confirmation that embargo has been lifted and you are free to release any comms on the HSFA challenge. There are some further details on press requirements in the attached email.  
This is a formal opportunity to say congratulations again, we are looking forward to working with you on this exciting project!  
Happy to meeting on December 9<sup>th</sup> at 2pm to discuss further.  
Have a lovely weekend,  
[REDACTED]

Senior Project Officer, NW Area Team,  
Regeneration and Economic Development

GREATER LONDON AUTHORITY

City Hall, The Queen's Walk, London SE1 2AA

DD: 020 7084 [REDACTED] Mobile: [REDACTED]

[london.gov.uk](http://london.gov.uk)

[REDACTED] [london.gov.uk](http://london.gov.uk)

---

**From:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 03 December 2021 09:40

**To:** [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>

**Subject:** GLA announcement

Hi [REDACTED]

Hope you've had a good week.

Thanks again for the check in earlier this week.

Please let us know if we can help with any press-related matters today / early next week, or anything else.

Look forward to catching up soon. Here are some dates that work for us:

- ☐ 9<sup>th</sup> December – 2pm
- ☐ 16<sup>th</sup> December – Any time
- ☐ 17<sup>th</sup> December – Any time

Thanks

All the best,

[REDACTED]

Principal Planner

Regeneration and Planning

Supporting Communities

London Borough of Camden

Telephone: 020 7974 [REDACTED]

Web: [camden.gov.uk](http://camden.gov.uk)

2nd floor

5 Pancras Square

London N1C 4AG

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 23 November 2021 17:46  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Tomorrow's Market  
**Attachments:** gla\_letter\_funding\_agreement\_HSFA Challenge\_Kilburn High Road - Signed.doc

Hi [REDACTED]  
Thanks for getting in touch.  
Sorry about the signature – that's my error. Please find attached the signed version. I've also added a line in the milestones section.  
Thanks for the heads up on the announcement for Stage 3 bids. It'd be good to check in – please see our availability below:

- ☐ 4pm on Monday 29<sup>th</sup> November
- ☐ After 3:30pm on Tuesday 30<sup>th</sup> November
- ☐ 11:45pm on Wednesday 1<sup>st</sup> December

Let me know if they don't work for you and I can return to the diaries!

Look forward to catching up soon.

Is Tomorrow's Market support live yet? No worried either way; we just planned to give colleagues a heads up at our upcoming high streets programme board if it is!

Thanks  
All the best,  
[REDACTED]

[REDACTED]  
Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 23 November 2021 12:33  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>  
**Subject:** RE: Tomorrow's Market

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]  
I think we talked about needing a signature on this to get countersignature - or I have completely forgotten to come back to you.

Please can you send back to me with a signature and I will get it countersigned by Louise.  
A heads up that HSFA funding decisions will be announced on December 5<sup>th</sup>. Perhaps we could find some time early next week for a quick chat?

██████████  
██████████  
**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development**  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
**DD: 020 7084** ██████████ **Mobile:** ██████████  
**london.gov.uk**  
██████████ [london.gov.uk](https://london.gov.uk)

---

**From:** ██████████ <██████████ [camden.gov.uk](mailto:██████████@camden.gov.uk)>  
**Sent:** 03 November 2021 18:10  
**To:** ██████████ <██████████ [london.gov.uk](mailto:██████████@london.gov.uk)>  
**Cc:** ██████████ <██████████ [camden.gov.uk](mailto:██████████@camden.gov.uk)>; ██████████  
<██████████ [camden.gov.uk](mailto:██████████@camden.gov.uk)>  
**Subject:** RE: Tomorrow's Market  
Hi ██████████

Thanks so much for your email and the update on TM.  
Please find attached our grant agreement document. Please let me know if you need anything else on this.  
Hope to catch up soon.  
All the best,  
██████████

██████████  
Principal Planner

Telephone: 020 7974 ██████████



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** ██████████ <██████████ [london.gov.uk](mailto:██████████@london.gov.uk)>  
**Sent:** 02 November 2021 19:14  
**To:** ██████████ <██████████ [camden.gov.uk](mailto:██████████@camden.gov.uk)>  
**Cc:** ██████████ <██████████ [camden.gov.uk](mailto:██████████@camden.gov.uk)>; ██████████  
<██████████ [camden.gov.uk](mailto:██████████@camden.gov.uk)>  
**Subject:** RE: Tomorrow's Market

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi ██████████  
We haven't launched – we are hoping to launch late this week/early next week at the latest and will be sure to include you on the list.

While I have you, can I check if LBC has an affordable workspace policy? The Ludham Undercroft project are doing some work on their business plan and it would be good for them to do some benchmarking. I've looked online but couldn't find anything

Thanks



**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]  
london.gov.uk**

[REDACTED] [london.gov.uk](https://london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 02 November 2021 19:03

**To:** [REDACTED] <[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>

**Subject:** Tomorrow's Market

Hi [REDACTED]

Hope you're having a good week so far.

When you get the chance, please could you share the details on Tomorrow's Market?

Thanks

All the best,



Principal Planner

Telephone: 020 7974 [REDACTED]





Principal Planner: High Streets  
London Borough of Camden  
5 Pancras Square  
London  
N1C 4AG

**Department: Regeneration**

**Our ref: XX1/6**

**Date: 23/11/2021**

Dear [REDACTED]

**Grant Funding in respect of Kilburn High Road (the "Project")**

I am pleased to confirm that **THE GREATER LONDON AUTHORITY** whose principal offices are at City Hall, The Queen's Walk, London, SE1 2AA (the "Authority" or the "GLA") has agreed to grant the London Borough of Camden whose registered office is at the address shown above ("You/Your"), Twenty Thousand pounds sterling (£20,000) ("the Funding") towards the cost of the Project (the "Funding").

The Funding is granted by the GLA to meet the objectives set out in Appendix 1 to this letter (the "Objectives") subject to the following terms and conditions:

1. The Funding must be used exclusively for meeting the Objectives and for no other purpose and must be applied in accordance with the provisions of Appendix 1. In the event that You wish to utilise the Funding in different proportions from those set out in Appendix 1 You must obtain prior written consent from the GLA.
2. Subject to Your compliance with all of the provisions of this letter, the GLA shall, within 30 days of receipt of valid funding claims (to be made in accordance with the timetable set out at Appendix 1 ("Project Summary") and accompanied by a written report detailing Your progress in relation to meeting the Objectives set out in Appendix 3 ("Progress Update and Claim Form") and any other information the GLA may require), pay You sums in respect of such claims provided that they shall not exceed twenty pounds sterling (£20,000) in aggregate. Where, at any point in the opinion of the GLA, satisfactory progress has not been made by You in meeting Your obligations or You are in breach of Your obligations as set out in this letter and appendices to it, the GLA shall be entitled to reduce, suspend, withhold and/or require re-payment of the Funding. The provision of the Funding amounts to a conditional gift and is therefore not subject to VAT. If, at any time, however, it is held to be subject to VAT, then You agree and acknowledge that the Funding shall have included any and all applicable VAT.
3. You must ensure that the requirements set out in this letter, and in any clarification or guidance issued from time to time by the GLA, are complied with. In particular You shall:

- a) agree in writing in advance with the Authority any changes to any of the Objectives;
  - b) establish, implement and utilise effective monitoring and financial systems, so that as a minimum the costs funded by the Funding can be clearly identified and the propriety and regularity of all payments and handling of the Funding are ensured;
  - c) notify the GLA of the monitoring and financial systems in place, and comply with the GLA's reasonable requirements for these systems;
  - d) notify the GLA immediately if any financial irregularity in the use of the Funding is suspected, and indicate the steps being taken in response. Irregularity includes (but is not limited to) any fraud, impropriety, mismanagement or use of the Funding for anything other than approved in this letter and appendices to it;
  - e) notify the GLA immediately if any other financial irregularity is suspected, and indicate the steps being taken in response;
  - f) notify the GLA immediately if You are Insolvent (as defined at Clause 17 below), or have no reasonable prospect of avoiding Insolvency in the future;
  - g) keep a record of all expenditure incurred in meeting the Objectives together with full supporting evidence and Additional Funding (as defined at Clause 13 below) received, and You shall deliver to the GLA a report setting out a detailed analysis of how the Funding has been spent, with such report to be approved by the Authority within 30 days of its receipt. 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 date of this letter;
  - h) make all relevant documents available and provide access at any time for:
    - i) inspection visits and scrutiny of files by GLA or anyone nominated by the GLA and
    - ii) an external audit and review of the Objectives and of financial appraisal and monitoring systems.
4. You must ensure that, where appropriate, publicity is given to the fact that the GLA is financially supporting You in the Project and the Objectives. You must comply with any guidance on publicity given by the GLA and all publicity referring to the GLA, the Mayor of London and/or any third party partner or sponsor of the GLA shall be subject to the prior approval of the GLA.
5. You must ensure that the GLA's logos (as set out in Appendix 2) are used in any marketing activities undertaken in respect of the Project, including all fliers and posters. You should also incorporate the GLA's logos into the credits of each film that is produced as part of the Project. You must also ensure that You use such other logos specified by the GLA in marketing the Project and incorporate the same into the credits of each film that is produced as part of the Project.

6. In acknowledging the GLA's grant of the Funding, You must comply with any guidance on publicity provided by the GLA in respect of the use of the GLA logos and/or any logos of any third party partner or sponsor of the GLA and ensure that any use of the GLA logo or any third party partner or sponsor of the GLA is approved by the GLA in writing in advance of its use.
7. You must not do anything that may (in the opinion of the GLA) place the GLA, its third party partners and/or sponsors in disrepute or harm the GLA's reputation and/or that of third party partner or sponsor of the GLA.
8. You will be liable for and indemnify and keep indemnified the GLA against any loss or damage incurred and any injury (including death), suffered and all actions, costs, demands, proceedings, damages, charges and expenses whatsoever arising in connection with the management (including financial management) and carrying out of the Project and the Objectives to the extent that such actions, costs, demands, proceedings, damages, charges and expenses are due to Your negligence or default in carrying out the obligations as set out in this letter and appendices to it.
9. The GLA may at its sole discretion terminate this Agreement at any time whether for breach or convenience by giving two weeks' written notice and in the event of such termination the GLA shall not be obligated to make any further payments of the Funding.
10. You must ensure that You maintain in force policies of insurance with an insurance company of long-standing and good repute in respect of public liability and such other insurance as may be required in order to comply with Your obligations set out in this letter and appendices to it.
11. You must ensure that Your organisation and anyone acting on Your behalf:
  - a) complies with all laws for the time being in force in England and Wales; and
  - b) without prejudice and in addition to Clause 11a:
    - i) comply with all relevant enactments in force from time to time relating to discrimination in employment and the promotion of equal opportunities;
    - ii) acknowledge that the GLA is under a duty under section 149 of the Equality Act 2010 to demonstrate it has paid due regard to the need to:
      - 1) eliminate unlawful discrimination and harassment;
      - 2) advance equality of opportunity between groups who share protected characteristics (including include: age, race, gender, disability, religion or belief, sexual orientation, gender reassignment) and those that do not, in particular, minimise disadvantage suffered by such groups; taking steps to meet the needs of such groups that are different from the needs of others; encouraging such groups to participate in activity in which their participation is disproportionately low; and
      - 3) foster good relations between people who share a protected characteristic and those that do not,

and in undertaking any activity concerning the Project, assist and cooperate with the GLA where possible in satisfying this duty;

c) assist and co-operate with the GLA where possible in respect of the GLA's compliance with its duties under Clause 11b(ii);

d) (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 You, 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, 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, Directive (EU) 2016/680 (the Law Enforcement Directive) and the Privacy and Electronic Communications (EC Directive) Regulations 2003) concerning such children and vulnerable persons in relation as part of the Project;

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; and

e) shall ensure that Your employees, contractors, servants, agents and/or sub-contractors undertake the Project and comply with Your obligations under this letter of agreement in manner which enables the GLA to comply fully with its duties under Part 5 of the Counter-Terrorism and Security Act 2015 and which sets out a duty for specified authorities (and their grant recipients) to have due regard to the need to prevent people from being drawn into terrorism.

12. For the avoidance of doubt both the GLA and You acknowledge and agree that Your Project costs exceed the Funding and that the GLA shall not provide any additional funding and shall not be liable for any sums in excess of the Funding provided under this letter of agreement.

13. You shall use Your best endeavours to secure satisfactory funding from other sources to meet Your Project costs ("Additional Funding") and keep a record of Your activities to raise such additional funding. Records of all additional funding You secure, expenditure You incur, and purposes to which additional funding is put shall, if requested, be provided to the GLA.

14. The GLA may at its absolute discretion reduce, suspend or withhold the GLA Funding, or require all or part of the GLA Funding to be repaid if:

a) You fail to deliver the Project or meet the Objectives and/or the delivery of the Project is reasonably adjudged by the GLA to be unsatisfactory;

b) there is a substantial change to the Project or the Objectives which the GLA has not approved, or any attempt is made to transfer or assign any rights, interests

or obligations created under this letter of agreement or substitute any person in respect of any such rights, interests or obligations, without the prior consent in writing of the GLA;

- c) 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 GLA reasonably considers to be material;
  - d) You fail to comply with any of the terms and conditions set out in this letter of agreement;
  - e) Your composition, ownership or control changes, or You become Insolvent or are dissolved in any way;
  - f) any other circumstances significantly affect Your ability to deliver the Project and/or meet the Objectives or result in or are in the reasonable opinion of the GLA likely to lead to the Project and/or the meeting of the Objectives as approved not being completed;
  - g) any of the events referred to in Clauses 3d, e or f occur;
  - h) insufficient measures are taken by You to investigate and resolve any financial irregularity or the GLA reasonably concludes the Funding is at risk of being misapplied; and/or
  - i) there are any other reasons why in the reasonable opinion of the GLA the Project is being carried out in such a way as to conflict with the objectives of the GLA or bring the GLA into disrepute.
15. You shall notify the GLA immediately and provide the GLA with a full written explanation, if any of the circumstances in Clause 14 above arise.
16. If the GLA becomes entitled to exercise its rights under Clause 14 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 GLA's rights under Clause 14, or to exercise them only partially or to delay in exercising them, may be made on conditions which will be notified to You provided always that any such decision by the GLA 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.
17. "Insolvent" means:
- a) where You are an individual (or if more than one individual than any one of them):
    - i) the subject of a bankruptcy petition;
    - ii) 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;

iii) enters into any composition, moratorium or other arrangement with Your 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

b) where You are a body corporate (or if more than one body corporate than any one of them):

i) 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 Your directors resolve to make such a proposal;

ii) 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 Your directors resolve to present such a petition;

iii) a receiver (including a receiver under section 101 of the Law of Property Act 1925 or manager or administrative receiver of Your property (or part of it) is appointed;

iv) a resolution for Your voluntary winding up is passed under Part IV of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or a meeting of Your creditors is called for the purpose of considering that You 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);

v) a petition for Your 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 You be wound up;

vi) an application is made under section 895 of the Companies Act 2006 or a proposal is made which could result in such an application;

vii) entry into or a proposal to enter into any arrangement, moratorium or composition (other than any referred to above) with Your creditors; or

viii) Your dissolution or removal from the Register of Companies or Your ceasing to exist (whether or not capable of reinstatement or reconstruction).

18. For the purposes of Clause 19:

a) **“Agreement Information”** means (i) this letter of Agreement in its entirety (including from time to time agreed changes to the letter of Agreement) and (ii) data extracted from the claims made under this letter of Agreement which shall consist of Your name, the expenditure account code, the expenditure account code description, the document number, the clearing date and the claim amount; and

- b) **“Transparency Commitment”** means the GLA’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.

19. You acknowledge and agree that the GLA:

- a) is subject to the Transparency Commitment and accordingly, and hereby give Your consent for the GLA 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 GLA may take account of the exemptions/exceptions that would be available in relation to information requested under the Freedom of Information Act 2000. The GLA may in its absolute discretion consult with You regarding any redactions to the Agreement Information to be published pursuant to this Clause 19. The GLA shall make the final decision regarding publication and/or redaction of the Agreement Information.

Please acknowledge acceptance of the terms and conditions of this letter by signing and returning the enclosed duplicate.

Yours sincerely

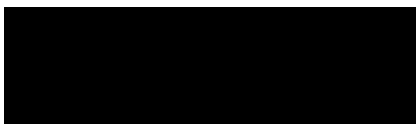
**Louise Duggan**

Interim Head of Regeneration  
Good Growth

For and on behalf of the Greater London Authority

Signed on behalf of London Borough of Camden to accept the terms and conditions of this letter in relation to the GLA providing the Funding.

Signature:



Print Name:  

Position: Principal Planner, LB Camden  
Date: 23.11.21

**APPENDIX 1**

## **Project Summary**

### **Context**

The GLA's High Streets for All Challenge aims to inspire the creation of dynamic partnerships across London to unlock the potential of local communities to generate ideas and drive change within high streets.

After carefully assessing all the proposals in partnership with the GLA, Kilburn was selected as the priority area to progress to the next round. The next stage involves the London Borough of Camden working with the organisations that submitted proposals for the area, Life in Kilburn and Transport for London (TfL), to develop innovative interventions, and working to broaden the partnership with residents, community organisations and businesses in the area around a vision for improvements. Camden and Brent will also work to connect with and convene other partners in Kilburn.

This work is linked in with Camden's Future High Streets Programme which aims to support the borough's high streets through the Covid-19 pandemic and into a robust and reimagined future. The overarching vision for the future of Camden's high streets is set out in the [Camden Future High Street's Prospectus](#). Through the programme and the High Streets for All Challenge, there is the opportunity to explore new ways of unlocking the potential of local partnerships in high streets and we are actively testing new approaches in high streets across the borough.

Kilburn's primary high street is Kilburn High Road, a street that forms part of the A5, a busy strategic route. Kilburn High Road is designated a major centre within the London Plan 2021 and is Camden's second largest town centre. The centre is managed by two local authorities; Brent and Camden. Both councils are committed to working together to improve Kilburn's centre. This funding will be vital in enabling that work.

### **Stage 2 projects**

The following two projects will kickstart work in Kilburn and be supported by Camden:

- Life in Kilburn's community market
- TfL's plans to redevelop the Kilburn Railway Arches to create a new street to the north of Kilburn – and, specifically, support to ensure that local people have opportunities to shape that proposed development

These two projects sit within the borough's wider work in Kilburn that aims to develop strategy, interventions and a partnership in Kilburn.

Stage 2 is focused on supporting the initial projects and commencing work to convene partners and develop and support wider activity in Kilburn.

### **Timetable**

Milestone	Date	Details	Outputs
-----------	------	---------	---------

Activities to support local partnership development in Kilburn	Starts August 2021 but picks up pace in January 2022	Connecting with local partners in Kilburn to better understand priorities and working to identify priority projects – and ways to involve local people in developing them	Initial plan for local partnership  List of initial projects local partners can shape
Organisational development support Stage 2 project, Life in Kilburn	Starts August 2021 and ongoing	Package of organisational development support for Life in Kilburn – initially advice from Social Enterprise UK and Voluntary Action Camden. Potential for further support as the project develops.	Legal entity  Notes from sessions
Submit 'Life in Kilburn' community market plan	Early 2022	A costed community market plan that sets out an approach to delivering a test market – including but not limited to details on: <ul style="list-style-type: none"> <li>• Permissions</li> <li>• Waste</li> <li>• Traders</li> <li>• Parking suspensions</li> <li>• Insurance</li> <li>• Promotion</li> </ul>	Community market plan
Connecting local people with proposed TfL Kilburn Railway Arches project	Autumn 2021 onwards	Work collaboratively across the project as it develops	Summary of potential interventions and projects

## APPENDIX 2

### The Authority's Logos

# MAYOR OF LONDON



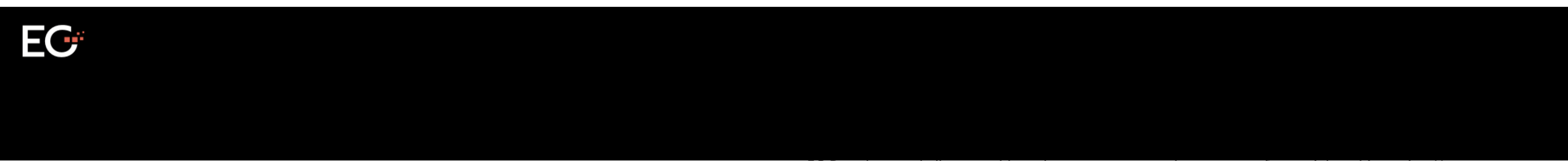
## Summary sheet for publication

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 above, organisations are also accepting the publication of the information** set out below (by GLA officers) and confirming its accuracy:

<b>The beneficiary is:</b>	<i>A voluntary and community sector organisation:</i> <i>A social enterprise:</i> <i>Other:</i> <i>If "Other" please provide more detail .....</i> <i>Local Authority</i>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>The award of this grant was formally approved by:</b>	MD	2739
<b>The grant is awarded on:</b>	Click here to enter date of signature	
<b>The grant covers the following time period:</b>	October 2021 to October 2022	
<b>It is awarded by:</b>	Regeneration, Good Growth	
<b>to:</b>	London Borough of Camden	
<b>Company or charity registration number:</b>	Company number: _____ Charity number: _____	
<b>The grant is for a total of:</b>	Twenty thousand pounds	
<b>Purpose of the grant:</b>	To undertake stage one feasibility and study work as part of the High Streets for All Challenge	

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



\*Please note, some of these values are EG calculated

Custom Search Lettings

04/11/2021

EG Data has used all reasonable endeavours to ensure the accuracy of material on this service. However, we accept no responsibility for any inaccuracy or for the consequences of any use of this material. All information contained in the EG Data databases is the property of LexisNexis Risk Solutions Group and is protected by copyright worldwide. If you have not downloaded this document from EG Data yourself, you should be aware that it may have been modified since being downloaded. For all enquiries, please contact the EG Support.

Location		Accommodation	Size	Unit of measure	Primary use type	Grade of space	EPC
Address	Postcode	Floor/Unit name					
The Belrose, 94 Haverstock Hill, Belsize Park, London, NW3 2BD	NW3 2BD				Hotels and Leisure - Drinking Establishment (Pub/Bar) (A4)	Grade B	
8, Malden Road, London, NW5 3HR	NW5 3HR	Ground Floor	344	Sq Ft	Retail - General Retail (A1)		
Hay, Land & Buildings), 94, Haverstock Hill, London, NW3 2BD	NW3 2BG	Basement and Ground			Hotels and Leisure - Drinking Establishment (Pub/Bar) (A4)	Grade B	D
Basement (Office 2), 75, Haverstock Hill, London, NW3 4SL	NW3 4SL	Basement (Office 2)	165	Sq Ft	Office - Office (B1a)		
166, Malden Road, London, NW5 4BS	NW5 4BS				Hotels and Leisure - Drinking Establishment (Pub/Bar) (A4)		
Ground, 90, Haverstock Hill, London, NW3 2BD	NW3 2BD	Ground	544	Sq Ft	Retail - General Retail (A1)	Grade B	
The Hill, Haverstock Hill, London, NW3 2BD	NW3 2BD				Hotels and Leisure - Drinking Establishment (Pub/Bar) (A4)		
Office, 1, Cressfield Close, London, NW5 4BN	NW5 4BN	Office	129	Sq Ft	Office - Office (B1a)	Grade B	
88, Haverstock Hill, London, NW3 2BD	NW3 2BD		623	Sq Ft	Retail - General Retail (A1)		
Retail Unit, 75, Haverstock Hill, London, NW3 4SL	NW3 4SL	Retail Unit	375	Sq Ft	Retail - General Retail (A1)		
147-149, Malden Road, London, NW5 4HT	NW5 4HT		808	Sq Ft	Retail - General Retail (A1)		
Ground, 7, Heathgate Place, London, NW3 2NU	NW3 2NU	Ground	400	Sq Ft	Office - Office (B1a)	Grade B	
Ground, 96, Queens Crescent, London, NW5 4DY	NW5 4DY	Ground	517	Sq Ft	Retail - Foodstore/Supermarket (A1)		
Hay Mews (Load Of Hay, Land & Buildings), 94, Haverstock Hill, London, NW3 2BD	NW3 2BG				Hotels and Leisure - Drinking Establishment (Pub/Bar) (A4)		
92, Haverstock Hill, London, NW3 2BD	NW3 2BD		415	Sq Ft	Retail - General Retail (A1)		
90, Haverstock Hill, London, NW3 2BD	NW3 2BD		1,033	Sq Ft	Retail - General Retail (A1)		
4, Fleet Road, London, NW3 2QS	NW3 2QS		3,165	Sq Ft	Office - Office (B1a)		
2nd Floor, 4, Heathgate Place, London, NW3 2NU	NW3 2NU	2nd floor	6,997	Sq Ft	Office - Office (B1a)		
Ground & Basement, 155-157, Queens Crescent, London, NW5 4EA	NW5 4EA	Ground & Basement	2,260	Sq Ft	Retail - Betting Shop		
145, Queens Crescent, London, NW5 4ED	NW5 4ED		536	Sq Ft	Retail - General Retail (A1)		
Queens Crescent, London, NW5 4ED	NW5 4ED		443	Sq Ft	Retail - General Retail (A1)		
Queens Crescent, London, NW5 4ED	NW5 4ED		443	Sq Ft	Retail - General Retail (A1)		
86, Southampton Road, London, NW5 4JS	NW5 4JS		1,860	Sq Ft	Retail - General Retail (A1)		
Spring Place, 8-9, London, Nw5	NW5 3ER		5,960	Sq Ft	Industrial - General Industrial (B2)		
Ground & Basement, 78, Haverstock Hill, London, NW3 2BE	NW3 2BE	Ground & Basement	1,219	Sq Ft	Retail - General Retail (A1)		
Stadium Estate, Craddock Road, London	NW5 3AZ		7,200	Sq Ft	Industrial - Storage and Distribution (B8)		
Camden Collection, Maitland Park Estate, Maitland Park Villas, London, NW3 2EH	NW3 2EH		360	Sq Ft	Office - Office (B1a)		
The Forum, London	NW5 4SE		932	Sq Ft	Retail - General Retail (A1)		
33, Southampton Road, London, Nw5 4	NW5 4HX		1,668	Sq Ft	Retail - General Retail (A1)		
Alexandra House, Maitland Park Villas, London, NW3 2ET	NW3 2ET		4,800	Sq Ft	Office - Office (B1a)		
Ferdinand Place, London, Nw1	NW1 8EB		1,056	Sq Ft	Industrial - Storage and Distribution (B8)		
Grafton Road, London, Nw2	NW5 4BH		1,240	Sq Ft	Industrial - Light Industrial / Business Units (B1c)		
Grafton Road, London, Nw5	NW5 4BH		1,440	Sq Ft	Industrial - Light Industrial / Business Units (B1c)		

[Lease information and personal information - Reg 12(5)(e); Reg 13]

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 08 November 2021 09:57  
**To:** [REDACTED]  
**Subject:** RE: High Streets for All Challenge - Stage 3 funding

It was good thanks – over too quickly!

I'll give you a call at 2 if that works for you?

[REDACTED]  
[REDACTED]  
**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]**

**london.gov.uk**  
[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 08 November 2021 09:47  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: High Streets for All Challenge - Stage 3 funding

Hi [REDACTED]

Thanks for this. Yes, good weekend thank you – caught up with friends, which was lovely. Hope you did too?

I'm on leave tomorrow, I'm afraid. Any time this afternoon except 3pm-4pm works well for me – are you free?

Thanks,  
[REDACTED]

[REDACTED]  
Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 08 November 2021 09:43

To: [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>  
Subject: RE: High Streets for All Challenge - Stage 3 funding

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]

I hope you had a good weekend? Do you have time for a quick chat about this today/tomorrow? It would be good to check a couple of things with you.

[REDACTED]

[REDACTED] [REDACTED]

Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]

london.gov.uk  
[REDACTED]@london.gov.uk

---

From: [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>  
Sent: 22 October 2021 16:44  
To: High Streets for All <HighStreetsforAll@london.gov.uk>  
Cc: [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>;  
[REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>  
Subject: RE: High Streets for All Challenge - Stage 3 funding

Thank you for your email.

I've just spotted an issue with one of our tables within the GLA form – I've adjusted that within the attached version.

Please also note that there is some 'hidden text', particularly within the CID section – it'd be great if you could have a quick check as you run through our bid.

Thank you. And let me know if you need anything else.

All the best,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>

**Sent:** 22 October 2021 16:18

**To:** [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>

**Cc:** [REDACTED] <[REDACTED][london.gov.uk](mailto:london.gov.uk)>; [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>; [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>

**Subject:** RE: High Streets for All Challenge - Stage 3 funding

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Dear [REDACTED]

Thank you for your application. This is just a quick note to confirm receipt. We will contact you in case we have any queries.

We aim to announce successful Stage 3 funding recipients in early December.

Kind regards

The High Streets for All Team

---

**From:** [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>

**Sent:** 22 October 2021 16:07

**To:** High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>

**Cc:** [REDACTED] <[REDACTED][london.gov.uk](mailto:london.gov.uk)>; [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>; [REDACTED] <[REDACTED][camden.gov.uk](mailto:camden.gov.uk)>

**Subject:** RE: High Streets for All Challenge - Stage 3 funding

Dear High Streets for All team

Thanks for your support to date, including at Stage 2 of the process.

Please find attached our Stage 3 bid, that is informed by conversations with a number of Camden teams, Brent Council and a range of community partners.

As referenced within the bid, also attached are:

- . Camden Future High Streets prospectus
- . a supporting Kilburn Snapshot document that provides context and highlights challenges and opportunities within Kilburn, and that informed our approach at Stage 3
- . a letter of support from Brent Council, with whom we've worked closely given Kilburn High Road's location within both Camden and Brent.


Please let me know if you need any further details, or if you have any questions.

We look forward to hearing from you.

All the best,



Principal Planner  
Regeneration and Planning  
Supporting Communities  
London Borough of Camden

Telephone: 020 7974 

Web: [camden.gov.uk](https://camden.gov.uk)

2nd floor  
5 Pancras Square  
London N1C 4AG



[Image in signature removed]

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.


Please consider the environment before printing this email.

---

**From:** High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>

**Sent:** 14 September 2021 13:36

**To:** High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>

**Cc:** 

**Subject:** High Streets for All Challenge - Stage 3 funding

Dear High Streets for All Challenge project leads

We hope you are all making good progress with your Stage 2 activities to develop your ideas and engage with local residents and businesses.

High Streets for All Challenge exemplar projects at Stage 2 are now invited to put forward an application for further Stage 3 funding.

At Stage 3 the GLA will make available between £100,000 and £200,000 additional revenue funding to up to 12 exemplar projects ready for the next phase. This funding will provide capacity for the detailed development of place-based high street strategies, community engagement, feasibility work and proposals for their assets. Proposed activities should build on the applicants' Stage 2 work undertaken or underway and be live, dynamic, experimental and reflect locally determined priorities. A further £100,000 capital funding will be provided to deliver 'proof of concept' activities for up to five successful projects to test the effectiveness of proposed strategies and help develop and deliver larger projects.

In conjunction with the High Streets for All Challenge funding, the GLA have partnered with Power to Change to invite up to two High Streets for All Challenge exemplar projects to pilot the development of Community Improvement Districts.

In addition, exemplar projects can call on support offered by the GLA and its mission partners via the Challenge Expert Panel, which includes the Mayor's Design Advocates and brings together GLA policy leads and advisors from a range of disciplines and sectors.

Please see attached the following documents:

- HSfA Challenge Stage 3 Application form and guidance
- Community Improvement District (CID) pilot guidance for applicants & presentation from the 'Putting Communities in the Lead of High Street Regeneration' workshop held on 21 July.

Please take some time to familiarise yourself with these documents. If anything is unclear, please speak to your contact in the GLA Regeneration team in the first instance.

**Completed Stage 3 applications forms and supporting documentation should be sent by email to [HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk) by 4pm on Friday 22 October 2021.**

The GLA will announce successful Stage 3 projects in December 2021. Stage 3 activities will need to be delivered and GLA funding will need to be spent by 31 March 2023.

A second invitation to put forward a Stage 3 application will be made in April 2022 for those local partnership at Stage 2 who require more time to prepare their application. Subject to funding a third cohort will be invited in autumn 2022.

Kind regards

The High Streets for All Team

This e-mail may contain information which is confidential, legally privileged and/or copyright protected. This e-mail is intended for the addressee only. If you receive this in error, please contact the sender and delete the material from your computer. See our new Privacy Notice [here](#) which tells you how we store and process the data we hold about you and residents.

## High Streets for All Challenge

# Stage 3 application form

### Overview

The High Streets for All Challenge is an invitation to local partnerships to bring forward and co-design innovative high street recovery strategies and proposals. Each strategy can address common and local challenges and underpin the public re-imagining of high streets and town centres across London. Strategies can support actions across an entire high street or focus on an innovative exemplar high street recovery project.

Exemplar projects at Stage 2 of the High Streets for All Challenge are invited to put forward an application for further Stage 3 funding.

At Stage 3 the GLA will make available between £100,000 and £200,000 additional revenue funding to up to 12 exemplar projects ready for the next phase. This funding will provide capacity for the detailed development of place-based high street strategies, community engagement, feasibility work and proposals for their assets. Proposed activities should build on the applicants' Stage 2 work undertaken or underway and be live, dynamic, experimental and reflect locally determined priorities.

A further £100,000 capital funding will be provided to deliver 'proof of concept' activities for up to five successful projects to test the effectiveness of proposed strategies and help develop and deliver larger projects.

In conjunction with the High Streets for All Challenge funding, the GLA have partnered with Power to Change to invite up to two exemplar projects to pilot the development of Community Improvement Districts.

In addition, exemplar projects can call on support offered by the GLA and its mission partners via the Challenge Expert Panel, which includes the Mayor's Design Advocates and brings together GLA policy leads and advisors from a range of disciplines and sectors.

**Completed Stage 3 applications forms and supporting documentation should be sent by email to [HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk) by 4pm on Friday 22 October 2021.**

The GLA will announce successful Stage 3 projects in December 2021. Stage 3 activities will need to be delivered and GLA funding will need to be spent by 31 March 2023.

A second invitation to put forward a Stage 3 application will be made in April 2022 for those local partnership at Stage 2 who require more time to prepare their application. Subject to funding a third cohort will be invited in autumn 2022.

## Guidance

Please complete all sections of this application form. This application should be seen as a development of the material you previously supplied us, highlighting the partnership development and strategy development that has taken place over the summer. We require all questions to be answered with the most up-to-date information available, including how you have utilised (or will utilise) the £20,000 Stage 2 development funding provided. Please outline any transferable learnings you have discovered or aim to discover that other high street partnerships can benefit from.

The Stage 3 application offers exemplar projects the opportunity to corroborate and verify information provided previously, as well as update us on any recent developments to your project as part of the Stage 2 funded development and engagement activities. Please also continue to refer to the [High Streets for All Challenge – Possibilities Playbook](#) to develop your proposals. If anything is unclear, please speak to your contact in the GLA Regeneration team.

To indicate your interest in becoming a Community Improvement Districts (CID) pilot, please also refer to the separate CID guidance note and respond to the supplementary questions in Section D of this application form.

Applications that are not presented in this template will not be considered. Please do not exceed the stated word limit.

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. Please ensure that:

- All documents being submitted are listed in this form under Section E – 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 combined (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 [HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk).

## Assessment criteria

The following weighting will be applied to assess Stage 3 applications.

Section	Score (1-5) *	Weighting
A – Your Place-based challenge and proposition		50 per cent
B – Your Partnership		25 per cent
C – Your Asset		25 per cent

The following weighting will be applied to assess applications for the Community Improvement (CID) pilot funding.

Question	Score (1-5) *	Weighting
D1		25 per cent
D2		25 per cent
D3		25 per cent
D4		25 per cent

**\* Scores range from 1-5 (1 = Low, 5 = High), where:**

- 1 Does not meet the minimum aims of the programme, does not describe the details of the project
- 2 Meets the minimum aims of the programme, describes some details about the project but does not explain wider context
- 3 Meets the minimum aims of the programme, clearly explains the project and puts it in context
- 4 Goes beyond the minimum aims of the programme, clearly explains and evidences the project and puts it in context
- 5 Ambitious programme or project which exceeds the minimum aims of the programme, detailed explanation and evidence of the project, includes elements of innovation in approach

**General information**

**Your high street:**

*Kilburn High Road*

**London borough(s) where the high street is located:**

*Camden and Brent*

**Postcode:**

*NW6*

**Lead organisation name:**

*Camden Council*

**Contact address:**

*5 Pancras Square, London, N1C 4AG*

**Contact name:**

[REDACTED]

**Position held / job title:**

*Placeshaping Manager*

**Contact email:**

[REDACTED] [camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)

**Telephone number:**

[REDACTED]

**Legal status of lead organisation:**

*Local authority*

**Charity, Society or registered company number (if applicable), or other:**

*n/a*

**VAT registration number (if applicable):**

*n/a*

**Full registered address (if different from the contact address above):**

*See above*

## **A – Your place-based challenge and proposition**

A1 – Please describe the challenges your high street strategy is trying to address and what needs to happen for these challenges to be overcome. The context should describe the high street as a whole, be as specific as possible, telling us the story of your place, its people and economy and why High Streets for All Challenge funding is needed to address these issues.

*Maximum 1000 words*

### **Introducing Kilburn**

This section introduces Kilburn and its centre, highlights some of the challenges that [local people have shared](#) and summarises our proposed approach to maximising the impact of any further GLA High Streets for All Challenge funding.

Kilburn is an energetic and creative neighbourhood of around 25,000 people within both Camden and Brent, with Kilburn High Road at its heart. The street is one section of the busy A5 corridor and forms the borough boundary. Designated a major town centre, Kilburn High Road is home to a retail cluster that supports 1,500 jobs and is a significant location for a number of hospitality, leisure and financial services sectors, each supporting approximately 600-700 jobs. Kilburn is a connected neighbourhood, well-served by public transport, with access to up to 6 bus routes along the street and access to both Underground services at Kilburn Station and Kilburn Park Station and Overground services at Brondesbury and Kilburn High Road.

The neighbourhood is home to a range of independent businesses, including support a designated NT3 evening and night-time economy of more than local significance sufficient to encourage visitors from outside the neighbourhood. Within and surrounding Kilburn High Road is a rich network of community organisations that deliver a range of services and initiatives – including those that provide opportunities for social interaction and fun, others that deliver celebratory cultural programmes and a number that support people to build the skills they need to live good lives. These organisations - experienced and skilled – could provide the backbone of and lead a transformative partnership in Kilburn. Early stage conversations highlight a desire to play a key role in actively delivering positive change in Kilburn's centre.

Both Camden and Brent Councils have a focus on Kilburn. This reflects the range of challenges that local people care about and raise. It is also a response to a significant number of planned and proposed projects and schemes that, collectively, provide an opportunity to improve the experience of Kilburn as a place, introduce new, welcoming spaces and exciting uses that provide opportunities for social and economic activity and public value.

Continued

### **Identified challenges**

There are a number of challenges in Kilburn - documented within existing research undertaken by local groups, through Brent and Camden-led conversations and other consultations that have taken place.

Those challenges facing the high street include:

- Traffic dominance, congestion and high levels of air pollution
- Narrow and cluttered pavements
- Scarcity of greening along the high road
- Poor quality public realm and lighting
- Need to create a sense of arrival to Kilburn
- Lack of diversity within the high street offer in places
- Need for affordable workspace
- Issue fly-tipping and other anti-social behaviour
- Evening and night time economy requiring more support
- Lack of public space and underutilisation of existing spaces; and
- Prominent buildings not in active use
- Coordinated working across borough boundaries
- No Business Improvement District

The Covid-19 pandemic has had implications for Kilburn too. GLA data shows spend at retail businesses reduced significantly over the past two years, particularly following lockdowns – though, positively, post-lockdown spend on eating out is now above pre-pandemic levels.

### **Opportunities**

Despite many challenges, there are a great many opportunities in Kilburn. The area has a vibrant multi-cultural community, there are great local cultural organisations and venues and it is well connected by public transport. There are also many active and engaged groups and local organisations that do great work in the area.

Continued

The work in Kilburn comes a point at which several opportunities make for a period of potentially transformative change. There are also some planned investments / projects in the area including:

- Transport for London's (TfL) proposal to revitalise the arches adjacent to Kilburn Station
- The boroughs' work with TfL to create safer and healthier streets in Kilburn
- Camden's plan to rethink Kilburn Library and its key role as a high street presence
- Planning approval granted by Brent to redevelop the shopping parade within the privately owned Kilburn Square
- Brent's plan to upgrade the lighting to enliven the sense of arrival at Kilburn Station
- Brent's Brent Business Support Funds that will provide for shopfront improvements plus cleaning, lighting and greening projects

We are seeking to build an innovative and effective community partnership to help tackle Kilburn's challenges and make the best of those opportunities collectively. We want to empower residents, businesses and local groups and partners to shape their local high street and take action. The GLA's High Streets for All Challenge represents a timely opportunity to make the most of those opportunities and to bring together the community and partners around a range of activity and action to create visible and measurable possible benefits for Kilburn High Road and the residents it serves.

### **The GLA's High Streets for All Challenge:**

At Stage 2, Camden worked with the GLA to put a call out for exciting projects that supported the GLA's wider vision for London's high streets and Camden's local priorities. That process led to a focus on Kilburn and support for two projects; Life in Kilburn's community market and TfL's Kilburn Railway Arches project. Stage 2 also provided us with an opportunity to undertake early scoping of a transformative partnership for Kilburn that is reflective of the neighbourhood's diversity and well-placed to develop a shared, action-oriented vision for Kilburn's centre.

With momentum from Stage 2, our proposed approach at Stage 3 has three key aspects:

- 1. A vision through partnership:** *Scoping a participation model that works for Kilburn and serves to provide meaningful opportunities for local people to shape change in their neighbourhood*
- 2. Making it happen:** *Delivering projects to create a buzz around the work*
- 3. Unlocking Kilburn's underutilised assets:** *Activating assets that can support partnership building and provide the space required for networking, conversation and grassroots project development*

The next section provides further detail on the three key strands within our proposed approach.

A2 – Please describe the proposed high street strategy development during Stage 3, setting out specific activities and innovative approaches. For each please describe the inputs required to deliver these, key milestones and outputs, and their expected impact.

Please use this space also to highlight if your project aims to achieve one of these activities:

- **Testing new and flexible models for workspace provision** in collaboration with public or private high street landlords.
- **Support street markets** in developing targeted plans which could for example address new forms of market management, local supply chains, employment and training, or environmental improvements.
- **Integrate a local ownership or management model** such as a community business, co-operative structure or raise of alternative finance through community shares.
- **Develop a Community Improvement District (CID) pilot.** Please see also supplementary questions in Section D.

### **The GLA's High Streets for All Challenge:**

We want to make a difference to Kilburn and to do that our proposed approach at Stage 3 has three key aspects:

1. A vision through partnership
2. Making it happen
3. Unlocking Kilburn's underutilised assets

The proposed approach adds further activity around the work already underway at Stage 2. At stage 2 Camden worked with the GLA to put a call out for exciting projects that supported the GLA's wider vision for London's high streets and Camden's local priorities. That process led to a focus on Kilburn and support for two projects; Life in Kilburn's community market and TfL's Kilburn Railway Arches project. Stage 2 also provided us with an opportunity to undertake early scoping of a transformative partnership for Kilburn that is reflective of the neighbourhood's diversity and well-placed to develop a shared, action-oriented vision for Kilburn's centre.

Our approach to strategy development in Kilburn is both **strategic and action-oriented**.

#### **1. A vision through partnership**

There is a significant number of projects and interventions in the pipeline in Kilburn, subject to resources and funding. That includes the Safe & Healthy Streets project, a potential refresh of evening and night time economy policy and a planned rejuvenation of Kilburn Library. We also know there are relevant, transformative project ideas within Kilburn. We want to support the development of a transformational partnership for Kilburn that can develop a long term, shared vision and bring about change now.

Continued

### Summary: Stage 2 and Stage 3 key milestones and outputs

Stage project commenced	Project	Milestones	Outputs
<b>Stage 2</b>	Life in Kilburn's community market	<ul style="list-style-type: none"> <li>• Design approach to test market</li> <li>• Implement and review test markets</li> <li>• Revise concept</li> <li>• Strategy to secure further funding</li> </ul>	<ul style="list-style-type: none"> <li>• Costed plan for a community market in Kilburn</li> <li>• Test markets in December '21 and Spring '22</li> <li>• Evaluation</li> </ul>
<b>Stage 2</b>	TfL's Kilburn Railway Arches project	<ul style="list-style-type: none"> <li>• Undertake works</li> <li>• Call for ideas</li> <li>• Programming themed activities</li> <li>• Delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Vision</li> <li>• Meanwhile use model</li> </ul>
<b>Stage 3</b>	Community partnership scoping and development	<ul style="list-style-type: none"> <li>• Raising awareness</li> <li>• Initial sessions to discuss opportunity</li> <li>• Workshops to shape approach</li> <li>• Develop action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Participation model</li> <li>• Agreed legal status</li> <li>• Action plan</li> <li>• Funding strategy</li> </ul>
<b>Stage 3</b>	Connecting Kilburn art project	<ul style="list-style-type: none"> <li>• Share brief</li> <li>• Shortlist proposals</li> <li>• Co-design concept</li> <li>• Delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Design concept for Kilburn</li> <li>• A mural designed with and for local people</li> </ul>
<b>Stage 3</b>	Library of Things	<ul style="list-style-type: none"> <li>• Identify 10-12 sq. m space within Kilburn Library</li> <li>• Install Library of Things kiosk</li> <li>• Marketing</li> <li>• Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Increased footfall</li> <li>• Reduced waste</li> <li>• Linked circular economy events</li> </ul>
<b>Stage 3</b>	2C Maygrove Road	<ul style="list-style-type: none"> <li>• Further scope works</li> <li>• Undertake works</li> <li>• Call for ideas</li> <li>• Programming themed activities</li> <li>• Delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Community-led project ideas</li> <li>• Meanwhile use model</li> <li>• Affordable workspace model</li> </ul>
<b>Stage 3</b>	107 Kingsgate Road	<ul style="list-style-type: none"> <li>• Scope potential uses for building</li> </ul>	<ul style="list-style-type: none"> <li>• Community-informed proposal for building</li> </ul>

### A3 – What is the estimated project budget?

Total project budget: £220,000

Please list the estimated costs and how much funding you are requesting for each of the activities described under A2. If applicable, please include costs for the development of a CID pilot.

Project activity	Estimated cost (£)	GLA funding request (£)
<b>Making it happen:</b> Connecting Kilburn Art project	70,000	35,000
<b>Vision through partnership:</b> Community Improvement District / Community partnership scoping and development	40,000	40,000
<b>Unlocking Kilburn's underutilised assets:</b> 2c Maygrove Road	75,000	75,000
<b>Unlocking Kilburn's underutilised assets:</b> 107 Kingsgate Road	30,000	30,000
<b>Unlocking Kilburn's underutilised assets:</b> Library of Things	40,000	40,000

### A4 – How much GLA grant funding are you requesting?

GLA revenue funding	£200,000
GLA capital funding	£20,000
Total GLA funding	£220,000

### A5 – If applicable, how much match funding is secured?

Match funding secured: £208,000

Please list sources and amounts of match funding secured.

Source	Match funding secured (£)
Camden Council: Officer time	1.5 FTE for duration of funding - equivalent to approx. £100,000
Brent Council: Officer time	0.5 FTE for duration of funding – equivalent to approx. 23,000

Additional Restrictions Grant-funded business engagement and support in Kilburn	50,000
Community Investment Levy (Brent – Brondesbury Bridge)	35,000

### Further info:

If addition to dedicated officer time from Camden, the work is supported by existing governance structures including Camden's Monthly Further High Streets Board, comprising strategic officers from across relevant Council Services as well as monthly meetings with the lead members. This is further supported by joint working with the London Borough of Brent. Camden has recently launch the High Streets Crowdfund in partnership with Spacehive and has ring-fenced up to £360k of funding to support grassroots high streets projects. The first round is live now and a further round will take place in the spring. This is a borough-wide initiative, but we hope that this will include projects from local groups and businesses in Kilburn, building on activity in the area.

Please explain any funding shortfalls and how you plan to address them.

Should any shortfalls arise, there may be the scope to access further CIL funding, subject to all the necessary procedures and council decisions.

A6 – Partnerships can access support from a dedicated panel of experts comprising of Mayor's Design Advocates, internal GLA Group policy leads and other experts as required. Support could include design review of developed projects, broader development of approaches to specific issues e.g. pedestrianisation, workspace strategies, climate action plans, or advice and mentoring on project management issues. Successful partnerships can access up to two days of expert time. Please indicate your requirements and we will work with you to identify the expert and approach.

The skills within the Expert Panel include:

- ☐ Project set up
- ☐ Data, analysis, evaluation + economics
- ☐ Community engagement
- ☒ Partnership formation + capacity building
- ☐ Architecture + urbanism
- ☒ Workspace
- ☒ Public space + public art
- ☐ Landscape architecture + growing
- ☐ Heritage + conservation

- ☒ Markets
- ☒ Climate change action planning
- ☐ Child friendly design + play
- ☒ Cultural curation
- ☐ Business planning + organisational development
- ☐ Digital strategy + enabling
- ☒ Property development advice
- ☐ Skills + employability support
- ☒ Business support, community business + enterprise
- ☐ Planning + licencing incentives

A7 – Please list the three key risks to the project and proposed mitigation of these risks. This should include a description of any risks a rating (low, medium or high) and a mitigation description.

Risk	Rating	Mitigation
That we are too quick to identify deliverables and outcomes that they appear 'final' to local people and discourage their involvement in the work	M	<ul style="list-style-type: none"> <li>• Ensure that we find the most appropriate model to bring people into the work and ensure genuine shared power</li> <li>• Prioritise the creation of a community hub</li> </ul>
That interest in a partnership is low	L	<ul style="list-style-type: none"> <li>• Conversations to date highlight a desire to connect work in Kilburn and find ways to collaborate on high street work</li> <li>• Opportunity to scope a partnership from scratch – we can ensure that the principles and ways of working are shaped by partners from the start</li> <li>• We can also focus on working with a core group of 5-6 partners and develop this over time</li> </ul>
A lack of coordination across the borough boundary makes the development of a vision and delivery of projects complicated	M	<ul style="list-style-type: none"> <li>• Joint Camden/ Brent officer group set up and to meet regularly to monitor progress</li> </ul>

		<ul style="list-style-type: none"> <li>Emerging from that is a framework for effective partnership working</li> </ul> <p>This will involve putting in place structures and governance to enable effective partnership working</p>
We are unable to use space within the TfL estate	M	<ul style="list-style-type: none"> <li>We have mapped other spaces that could potentially be used for community activities</li> <li>Conversations with colleagues overseeing the future of those assets continues outside of the bid process</li> </ul>

A8 - Summarise your high street strategy's proposed social, environmental and economic outcomes. What do you hope it will have achieved in one, two and five years' time? Please outline any transferable learnings you have discovered or aim to discover that other high street partnerships can benefit from.

*Maximum 250 words*

Camden's vision is for local high streets and town centres to be ready to face the future. We want them to be at the heart of their communities with all residents able to reach their local centre by walking or cycling in 15 minutes or less. The high streets and town centres of tomorrow will be safe, family-friendly, environmentally responsible, diverse, accessible and vibrant places to shop, work, socialise, share knowledge and skills, network, learn, make, live and play.

**Our objectives for our future high streets are:**

- **COMMUNITY & ECONOMY-** High streets at the heart of community life and local economies: more jobs and training opportunities, increased innovation, entrepreneurialism and a greater role for local partnerships, collectives and community activity
- **DIVERSE USES** - High streets with more diverse uses and less vacant space: increased leisure, workspace, community space, and culture; and appropriate activity day, evening and at night
- **SUSTAINABLE & ACCESSIBLE-** High streets that are sustainable: better air quality, more greening, and accessible to everyone in the community within 15 minutes travel from their home
- **INVITING PUBLIC REALM-** High streets that are inviting and enjoyable places to spend time: more space for people to meet, sit and socialise; more green, and less dominated by polluting vehicles.

### Continued

For Brent, the future vision is for a Kilburn that “is a bustling night time destination with an evening offer clustered around the Kiln, which reflects its diverse communities. It will have a new market square where the community can come together and a public realm enhanced to healthy streets standards”.

A fundamental outcome for both councils is to join up work in Kilburn – and to provide an inclusive space for people to define *shared* objectives and develop and deliver projects collaboratively.

A9 - Select the range of outputs you expect the project to deliver from the High Street for All mission key performance indicators (KPIs) below.

- ☒ Additional funding raised / invested by delivery partners and other bodies as a result of GLA investment
- ☒ Number of new jobs created or existing jobs safeguarded
- ☒ Increase in square metres of new or improved public realm
- ☒ Increase in footfall: Increase in the number of people accessing a defined (high street/town centre) area during the day and night
- ☒ Increase in the number of vacant/underused units being brought back into productive day / night use
- ☒ Number of community businesses, cultural and civic organisations supported on the high street

## **B – Your Partnership**

B1 – Please describe the organisations and groups involved in your partnership, their role in your developing the high street strategy and the skills and capacity they bring to the project.

*Maximum 500 words*

At Stage 2, officers from Camden and Brent met regularly and work is underway to formalise an approach to collaboration. This will ensure a firm foundation for partnership development.

Kilburn has an experienced and impactful cluster of organisations, institutions and businesses – they bring energy, ideas and already do so much. As part of early scoping at Stage 2, we held initial 1:1 conversations with:

Partner	Role
Abbey Community Centre	Provides advice and signposting alongside services focused on education and culture
Community Champions – Kilburn	Works with residents to develop projects that support health and wellbeing
Friends of Kilburn Grange Park	Focused on ensuring the park is developed in a way that promotes its heritage, biodiversity and community interest
Kilburn Neighbourhood Plan Forum	Working to develop a neighbourhood plan for Kilburn with a particular focus on Kilburn High Road
Kilburn Older Voices Exchange	Works to improve the quality of life for older people through campaigning on issues related to high streets
Latin American House	Delivers legal and social advice in relation to benefits, housing, and employment law, alongside opportunities to develop skills
Life in Kilburn	Twitter page and related newsletter updating residents on life in and around Kilburn
Sapphire Independent Housing	Housing association providing accommodation and related support to people in Camden
Sidings Community Centre	Delivers a range of services for young people, parents and wellbeing support for adults
Somali Cultural Centre	Provides advice and advocacy to Somali residents, focused on health, education and care
South Hampstead & Kilburn	Focused on providing opportunities for social interaction, wellbeing and supporting people to access opportunities
The Kiln	Theatre in Kilburn with a broad range of creative programmes
Transport for London	Owner of 2/3 of the railway arches to the north of Kilburn, and operator of three local train stations and nearby commercial units
West Hampstead Women's Centre	Support open to all women within the area, focused on skills, wellbeing and volunteering

At Stage 3, we want to create a **vision through partnership**. To enable this, we want to explore potential models with partners and the wider community that engender community leadership and participation to bring renewal within Kilburn's centre. Our ambition is to work with Power to Change to do this, though we are open to exploring other routes to achieving this outcome – including funding another partner to work with us to scope and develop a partnership.

## Continued

Our approach would be open and inclusive. The number of organisations we've connected with to date have expressed an interest in being part of work to scope a community partnership for Kilburn. Camden and Brent are well-placed to invite institutions into the work too, with TfL already keen to play a key role. With funding secured by Camden for business engagement and support, there is also the opportunity to connect with local businesses, better understand their needs and aspirations and, in a neighbourhood with no Business Improvement District, find an appropriate way to give voice to local businesses too.

B2 – Please describe the structures and mechanisms which will be used to manage and govern the development and implementation of your high street strategy.

*Maximum 500 words*

The proposed governance and support of the work in Kilburn will involve a blend of established local authority governance and innovative and flexible community-led participation sufficient to generate new solutions. To ensure we are informed and outward- looking in our work, our approach would be underpinned by data from a variety of sources and regular scanning for best practice elsewhere. Within this section we outline the key structures and mechanisms within our proposed approach:

### **1. Established governance**

- **Future High Streets Team:** The team would have oversight and responsibility for delivering and monitoring the projects, reporting into the internal governance and through regular reporting with the GLA. The work in Kilburn is a key priority for the team, which has an established governance structure that includes reporting monthly into a strategic officer board and lead member meeting.
- **Kilburn Working Group:** The team brings together relevant council officers from different Council departments to collaborate and coordinate activity in Kilburn – a group that currently includes departments:
  - Planning
  - Arts and Culture
  - Environment services
  - Events
  - Inclusive Economy
  - Street Markets
  - Legal
  - Parks and Open spaces
  - Transport
  - Sustainability
- **Cross borough collaboration:** Camden will continue to work closely with Brent to develop and implement the high street strategy; collaboration will be guided by a jointly agreed framework that both councils are currently working to finalise. This year, Brent also established a cross-departmental officer group to guide strategic direction and coordinate activity in Kilburn.

Continued

## **2. Community-led**

We aim to enable a community-led approach in Kilburn. Working collaboratively with local residents, groups, organisations and other partners to develop a ‘transformational partnership’ for Kilburn. It is our ambition that Camden, Brent and local partners will have the opportunity to work with Power to Change to carry out supported early development that partnership - please see Section D for further details.

## **3. Data-informed**

Camden and Brent will work to share relevant data and make this available to local people to inform our work in Kilburn. This will include data from the Census, Open Camden, the GLA’s High Streets Data Store and work that UCL is to undertake with Camden to bring additional relevant high street data together to better inform our work in Kilburn and elsewhere. Recognising the good work elsewhere, we will remain open to inspiration and learning from others.

B3 – How will your project involve local communities and businesses as it develops? What innovative engagement has been undertaken or is underway to evidence the demand or need for your project? Please make explicit reference to any relevant projects or initiatives in the local area to highlight the effectiveness of your approach.

*Maximum 500 words*

Our approach to participation is underpinned by [Camden 2025](#), written by a citizen's assembly, sets out a community-led vision of a place where everyone has the chance to succeed, nobody gets left behind, and everybody has a voice.

Initial conversations with the local partners noted in Section B1 at Stage 3 highlighted a recognition of the need for a partnership for Kilburn. At Stage 3, our ambition is therefore to convene local organisations, businesses and people around funded projects that they can shape and bring to life. And, through this collaborative approach, generate the buzz required to encourage local people and partners to get involved with the work to develop and deliver projects and a shared vision for Kilburn. There are several key building blocks within our proposed approach - some of which are dependent on the outcome of the Stage 3 bid and related Power to Change bid. The key building blocks are outlined below, with reference to the fundamental work that could be undertaken without further funding and the added value GLA funding could unlock for the work:

**1. Vision through partnership:** *Scoping a participation model that works for Kilburn and serves to provide meaningful opportunities for local people to shape change in their neighbourhood*

- **Fundamental work:** Within the limited resources of the High Streets team, we would find a light touch approach to convening local organisations, institutions and businesses in Kilburn and connect the partnership with existing funding opportunities – e.g. Camden Future High Streets Crowdfund

**Added value with funding:** With funding and support from Power to Change, we will scope the development of a specific model of community partnership that works for Kilburn that is able to access space, capacity building opportunities and resources to develop a vision and related projects

**2. Making it happen:** *Delivering projects to create a buzz around the work*

**Fundamental work:** We will continue to support the development of the projects that secured funding and support at Stage 2

**Added value with funding:** With additional funding we will scope and deliver a third catalyst project that would aim to involve a group of local people that is diverse in terms of age and ethnicity

Continued

**3. Unlocking Kilburn's underutilised assets:** *Activating assets that can support partnership building and provide the space required for networking, conversation and grassroots project development*

- **Fundamental work:** We aim to identify meanwhile space to support the development of a partnership for Kilburn and related community orientated activities and projects
- **Added value with funding:** With additional funding we will utilise a TfL-owned space and cover the cost of works required to bring the premises into safe and active use.

**Emerging model to develop in Kilburn:**

With those key building blocks in mind, we have sketched out emerging approach in Kilburn. If successful in securing further funding, we will work with TfL to bring 2c Maygrove Road into active and, working to co-design a 'community hub' with local people to provide space for anybody with energy and ideas to join the conversation around high street renewal – and provide space and support to test and develop their ideas.

B4 – Is any of the organisations in your partnership led by and/or for marginalised communities and those most affected by the coronavirus crisis? We define 'led by'

as at least 51% of an organisation's leaders (trustees and senior managing staff) are people with lived experience. Please indicate if organisations in your partnership are led by any of the following (select all that apply and provide further detail below):

- ☒ Black, Asian and Minority Ethnic (BAME)
- ☐ Deaf and Disabled
- ☐ Lesbian, Gay, Bisexual, Transgender and Queer/Questioning (LGBTQ+)
- ☒ Older People
- ☒ Women
- ☐ Other (please specify below)

Further detail:

- Camden is committed to ensuring its high streets reflect the communities that live within and around them, reflecting a wider vision for diversity, equality, and inclusion in the public realm
- Camden produced a Future High streets prospectus in June 2021 with one of the key objectives to reconnect high streets with their communities and develop social value approaches to uses on the high street. – this includes:
  - Diverse accessible and vibrant places and environments
  - Championing equality of opportunity
  - Providing jobs, training and opportunities for entrepreneurialism, particularly for younger people

B5 – Do young people have a formal role in decision making within any of the organisations in your partnership? E.g. a youth advisory board. Please provide details.

## **C - Your Asset**

C1 – Please describe your available asset/s or priority area of intervention - the underused building(s) or space(s) you want bring to the Challenge – and how it/they can help to unlock the Challenge, generate public value and act as an anchor for your wider high street strategy. Please set out your approach to achieving financial sustainability regarding operational costs and maintenance.

*Maximum 500 words*

The third aspect to our proposed approach is focused on **unlocking Kilburn's underutilised assets**. We propose to put assets and public value at the heart of work in Kilburn, recognising the potential of space in enabling us to achieve many of the objectives outlined within Section A8 above. We have identified a number of assets in the area that are within Camden or partners' control that have the potential to contribute to the community and the high street.

With funding at Stage 3, this approach would start with projects that seek to unlock Kilburn's underutilised spaces:

### **a. 2c Maygrove Road**

TfL is one of the partners from Stage 2 and will be taking forward their proposals to improve the public realm and activate vacant arches close to Kilburn Station. Linked to this, through Stage 2, TfL audited their assets in the area and have identified a number of potential units that could be activated. The most favourable of these is currently looking to be 2c Maygrove Road, a shop unit, located across from Kilburn Station. TfL has been indicated that this unit could offered to Camden and the local community until at least August 2022.

This creates a fantastic potential opportunity for a visible physical space to convene community conversations and test ideas. The current proposal is under development but could It is proposed that the premises provides space to co-design a community hub and a focus for the development of a transformative partnership for Kilburn. With funding, we would further scope our approach that is inspired by *Think & Do*. This could include:

- Recruiting an officer or commission a partner to oversee the project with support from Camden and Brent
- Establishing a brief for the space, outlining a set of guiding criteria and principles for its use
- Instigating a call to action and call for local project / activity ideas
- Inviting local organisations and people from across Kilburn to participate in activating the space
- Scheduling themes activities over the duration of the use related to high street prospectus objectives

Continued

It is hoped that the key outputs would be supporting creation of a local partnership, a list of projects that can be taken forward by that partnership and the beginnings of a shared vision for Kilburn's centre – alongside the public value brought about by civic involvement in activities.

The scoping of proposals for how this could work is underway between Camden and TfL. Funding is sought through stage 3, including a small sum of capital to bring the space into use and revenue to support the scoping and running costs.

#### **b. 107 Kingsgate Road**

Camden also has assets in the area and there are two key assets that represent an opportunity-the former Kingsgate Community Centre Building at 107 Kingsgate Road and space at Kilburn Library. The centre at 107 Kingsgate has huge potential and is well known by the local community. The building is currently vacant and would need capital to bring it back in to use and connect it with the high street. At this stage we are seeking revenue funding to scope the future potential for this community asset through collaborative working with the partnership. The funding would enable the scoping of future uses and participatory working with the partnership to develop an approach that reflects community priorities; whether involving people providing services, accessing them or starting businesses that have community benefit.

#### **c. Kilburn Library: Library of Things**

To introduce new uses, promote a circular economy and activate space within Kilburn Library, a vital local service located within Camden's only asset in Kilburn High Road, we propose a Library of Things for Kilburn.

The Library of Things would encourage and enable local people to borrow items – and particularly those expensive and used infrequently – to reduce waste, save people money and encourage a circular economy. The project would also provide a hook for other interventions linked to our wider response to the climate emergency.

C2 – Please confirm the size (in square metres) and describe the physical condition of the asset. Please set out your approach to ensuring that all necessary consents are in place.

*Maximum 500 words*

**a. 2c Maygrove Road**

TfL’s asset is 48m sq. is a former fish & chips restaurant that has recently been vacated by the former tenant. Photographs of the space are enclosed with this bid. Early indications suggest the space is in good condition. A TfL project manager visited the premises recently and provided the following update:

<b>Interior</b>	<ul style="list-style-type: none"> <li>- Lights, electrics water all working</li> <li>- Flooring in good condition – counter etc. has been installed on top of flooring so expect no repair works required to this</li> <li>- All counters, sinks, worktops etc. will be removed by the tenant – will need to include provision for a small kitchenette to be installed</li> <li>- Internal partition wall (shown in red box above) could be removed if we wanted to open the space up</li> <li>- Interior walls are tiled and in good condition</li> </ul>
<b>Exterior</b>	<ul style="list-style-type: none"> <li>- Expect exterior “Cod’s Plaice” signage will be left</li> <li>- Front glass windows are in good condition – would require no re-work</li> <li>- Tiles laid to front of shop are in good condition and no step to enter the unit</li> <li>- Right side of shop is boarded – potential display space</li> <li>- There is a step to the exterior of the fire door</li> </ul> <p>Shutters will need repainting to remove graffiti and potentially coated with anti - graffiti coating</p>

If successful in securing the funding required to bring the space into active use, TfL and Camden will work to finalise the necessary consents, including:

- Contractual arrangements for a long term let
- Fire plans
- Safe working practices
- Building control
- Planning category
- Task specific H&S compliance – e.g. group meals

This would involve Camden’s Commercial Property team and their counterparts at TfL’s meeting to discuss these key steps, as well as agreeing on the most appropriate approach to managing the premises on a day-to-day basis.

Continued

**b. 107 Kingsgate Road**

The building that the former Kingsgate Community Association occupied until their closure and is owned by Camden. The council is exploring appropriate community-focused uses for the building. The building was occupied by a number of local organisations and is in usable condition; however, early indications are that works to improve the quality of the space would be needed. If successful in securing funding, we would need to further scope the future of the building – both in terms of uses and the works required to support those uses.

**c. Kilburn Library: Library of Things**

The library in Kilburn is the local authority's primary asset in Kilburn High Road. The library has sufficient space to host a 10 sq. m Library of Things kiosk.

C3 – Please describe the ownership, lease arrangements and management of the asset. Please confirm that you have the authority to develop and implement related proposals or are seeking it.

*Maximum 500 words*

**a. 2c Maygrove Road**

The building is owned by TfL and will be vacated by the end of October 2021. The premises is located within the Kilburn Railway Arches site that TfL proposes to regenerate through a phased development. The premises has been offered, in principle, to Camden for a period of up to 18 months.

The proposed approach is to agree a temporary arrangement whereby funding is provided to bring the space into use, with TfL maintaining the space for the duration of the agreement. The specific arrangements are to be agreed by Camden and TfL subject to securing funding from the GLA.

Learning from the Think & Do model used elsewhere in Camden, our ambition is for the space to be managed and overseen by a commissioned partner or council officer – with local organisations playing a role as the project develops. Through this approach, TfL will use the space to run events linked to their proposed Kilburn Railway Arches scheme and Camden and other partners in Kilburn will have access for other activities that activate the space, enable partnership building and bring public value for local people and groups.

**b. 107 Kingsgate Road**

Camden owns 107 Kingsgate Road and the council is actively seeking to scope potential uses for the premises. The inclusion of the asset at Stage 3 of the High Streets for All Challenge would support that process and help the council unlock the building for community uses – making the case for the capital investment required to do that.

**c. Kilburn Library: Library of Things**

Camden own the premises within which Kilburn Library is located and manage the space within which the library and related services are located.

Camden is in conversation with Library of Things about additional location within the borough – Library of Things are interested in identifying a site within Kilburn or West Hampstead.

C4 – Please describe how your asset can help tackle the climate and ecological emergencies and support a just transition to a low carbon, circular economy?

*Maximum 500 words*

**a. Kilburn Library: Library of Things**

The proposed introduction of a Library of Things in Kilburn is a tangible response to the climate emergency and high street context. By working with Library of Things in Kilburn, we aim to:

- Raise awareness of the climate emergency the circular economy concept
- Increase footfall
- Reduce waste
- Save local residents money
- Provide related volunteering opportunities

**b. 2c Maygrove Road**

Building on Camden's experience of delivering [Think & Do in Kentish Town](#), there is an opportunity to make the climate emergency a key theme and to scope solutions and projects. Such projects could be supported through existing funding streams, including the [Spacehive](#) and the [Camden Climate Change Alliance](#). This would also be an opportunity to explore existing work, including:

- Camden's installation of 11 diffusion tube NO2 monitoring sites
- Camden Climate Change Alliance's support for small to medium businesses and third sector organisations
- The Safe and Healthy Street scheme in Kilburn High Road
- Camden's proposed approach to enhancing Kilburn Grange Park by increasing levels of biodiversity

**c. 107 Kingsgate Road**

In scoping new community-focused uses for 107 Kingsgate Road, there is an opportunity to explore uses that respond to the climate emergency.

## **D – Community Improvement District (CID) pilot**

**Please only complete this section if you are interested in becoming a CID pilot.**

D1 - What would a CID structure add to your high street strategy? What would you want to achieve by piloting this approach and who would benefit? Please bear in mind that the focus of this initial funding is for development i.e. the work of thinking, planning and setting up your Community Improvement District. To help you focus your answer, please refer to the outcomes listed in the guidance in relation to the stage your partnership is currently at, your current strengths and weaknesses, and the development work you still need to do.

*Maximum 200 words*

Kilburn is home to a diverse community of residents, independent businesses, rooted organisations and other groups. A common concern for all is Kilburn High Road. There are no Business Improvement Districts (BIDs) or formal governance structures that enable these partners to come together, share ideas and deliver joined up action at this time.

Initial scoping with potential partners has identified a number of active groups interested in improving their neighbourhood's centre, including the active Neighbourhood Forum. However, they feel physically 'scattered' and lack a central space to convene. We know that developing a shared vision for Kilburn will require community partners to work together to scope participation model appropriate for Kilburn as 'one place'. Whilst it should be scoped in Kilburn, an effective model could enable:

D2 – Please tell us about the organisations and local bodies which influence how your high street area is managed. For example local councils, Community Enterprise Zones or Business Improvement Districts and others. How would a Community Improvement District (CID) complement their activities? What gap would the CID fill?

*Maximum 200 words*

Camden and Brent officers focused on transport, waste, parks and other areas are active in Kilburn. Both councils are developing a framework through which to coordinate work in Kilburn and support the creation of a vision for Kilburn's centre. This offers a foundation; but is only the start.

The Kilburn Neighbourhood Plan Forum (KNPF) is focused on several objectives, including preserving the heritage of the High Road and enhancing the experience of it. It would be imperative to explore synergy with the KNPF. And there are many other organisations, businesses and institutions whose work connects with the High Road. Any the numerous estate-based residents groups are passionate about their centre. Kilburn is currently devoid of an inclusive structure that knits these elements together. There are no BIDs or CEZs in the area or any other structure focused on the centre. As a

D3 – Please tell us about the existing partnerships – e.g. with residents, the voluntary and community sector, businesses, and local government - that will support the development of a CID. To what extent are they formalised? Where the partnerships you need are not yet in place, please explain how you would build them, to involve a diverse range of stakeholders in your Community Improvement District pilot.

For this question you may cross refer to the answer you provided to question B1, about your partnership.

*Maximum 200 words*

Whilst we are in contact with a range of partners, the ‘partnership’ is not yet formalised. We see the CID pilot as an opportunity to scope, test and ‘formalise’ a partnership. Further discussion with partners would provide an opportunity to clearly outline the CID principles and better understand their hopes and aspirations, synergies with their existing work and ways to make the work inclusive to all.

Camden and Brent will also be working together to connect with businesses in the coming months – this is an opportunity to get a sense of their views on the best way to give voice to businesses through any CID.

At the same time, we recognise there are many people with fresh perspectives and valuable skills across Kilburn. We could therefore organise a drop ins in Kilburn where interested people could learn more about the work and share reflections and ideas. Sharing

D4 – Have you considered potential sources of income that might sustain the activities of the CID in the future?

*Maximum 200 words*

Whilst we are aware of some of the indicative models for potential sources of income to sustain the activities of a CID, further exploration would be required as part of the process with partner organisations and Power to Change. We outline some early thinking here. One potential avenue could be to identify what a CID could achieve beyond ‘high street improvement work’. For example, encouraging local participation and volunteering, peer-to-peer support, commercial trading, supporter subscriptions, service agreements or contracts with local authorities and grants, getting people active in events in Kilburn. If a CID could run such programmes and activities, then it might attract external funding. Another potential source of income would be for a CID to become a social enterprise and generate income through events and services. Funding raised through the CID collection could be 100% ring-fenced and reinvested to address local challenges.

Camden and Brent could support any CID in developing projects that could generate

## **E - Supporting documents**

Please list all documents which you are submitting as part of the application. Please use short and clear file names for your documents.

Supporting document	
Camden Future High Streets Prospectus	
Kilburn Snapshot document	
Letter of support from Brent Council	

## **Transparency and Freedom of Information**

We are committed to openness and transparency at City Hall (<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/openness-and-transparency>). That means we will publish a range of information held by us relating to this programme. This includes grant agreements, targets, performance and spending information and other data. Successful bidders should meet this commitment too, by making available information to us so we can publish it and respond to specific requests.

As a UK public authority, the GLA is subject to the provisions of the Freedom of Information Act (2000) (FoIA or 'the Act') which gives the public the right to request access to information held by the GLA. The information submitted as part of your response will constitute information held for the purpose of the Act.

None of the provisions under FoIA permit the GLA to withhold responses in their entirety. We do however recognise that your response might contain some sensitive information which is not suitable for disclosure.

If your response includes other information which you believe is not suitable for publication, please supply a supporting letter with this form to provide details about:

- (a) what information you consider to be sensitive or not suitable for publication, and
- (b) the reasons why you believe this to be the case.

We will only redact or remove information where we would have valid grounds for withholding that information if it was subject to a Freedom of Information Act request. For more information about the exemption provisions for withholding information under FoIA, please refer to the [guidance](#) published by the Information Commissioner's Office. If your response is subject to a request under FoIA, the GLA will consult you to obtain your view about its release. The final decision about what is to be published and what can be published/released rests with the GLA.

☐ **Please tick the box to confirm that you understand the above regarding Freedom of Information.**

## **Declaration**

Please sign by ticking the box and completing the name and position information below once you are satisfied that you have completed the form correctly.

I, as the applicant, declare that I have read and understood the guidance and response form. I declare that the information given in this form is true and accurate to the best of my knowledge and belief.

I declare that I have permission from any other partner(s) involved the project to sign the application form on their behalf.

I understand that information given by me will be treated in confidence but may be submitted for checking against records held by other government departments, and other agencies for the purposes of assessing your eligibility for a grant or for the purposes of the prevention or detection of crime.

☐ **By ticking this box, I accept all of the above statements and I certify that all of the information I have put in this response is true and to the best of my knowledge.**

**Signature:**

*[Signature Box]*

**Print Name:**

*Click here to enter text.*

**Position:**

*Click here to enter text.*

**Date:**

*Click here to enter text.*



Brent Civic Centre  
Engineers Way  
Wembley HA9 0FJ

TEL/MOB 020 8937 6441

EMAIL [REDACTED]@brent.gov.uk

WEB [www.brent.gov.uk](http://www.brent.gov.uk)

 @Brent\_Council

 @BrentCouncil

---

21 October 2021

[REDACTED]  
Principal Planner  
Camden Council  
5 Pancras Square  
London N1C 4AG

Dear [REDACTED]

### **GLA High Streets for All Challenge Fund**

I am writing in support of Camden Council's stage three submission for the High Streets for All Challenge Fund.

At the beginning of the year, Brent Council approved a framework that would allow us to work in partnership with Camden to align and develop our strategic priorities across the shared Kilburn borough boundary. We welcome and support this GLA bid as a means of fostering and encouraging our joint relationship in order to achieve our shared goals for the High Road.

Kilburn is a priority town centre for Brent and we are committed to building the local partnerships that will allow us to bring forward stakeholder ambitions for the High Road. Brent has embarked upon a two-year action plan to develop the local infrastructures that will facilitate this process, including greater strategic and operational alignment with Camden and a commitment to developing a business group and a local stakeholder partnership. We will then work as an inclusive member of this new partnership to bring forward a longer-term strategic plan for improving the town centre.

Since June, our Kilburn Town Centre Manager has been working closely with Camden officers to help shape this process and to map the projects that will support this work. As well as identifying individual council-led project projects for delivery, we are jointly exploring actions around the evening economy, Kilburn station gateway, public art projects and a joint public realm scheme. This year, Brent has invested £107,000 in High Road projects with an additional £1.3m so far committed for the next two years.

Our Local Plan vision is that is Kilburn will be a bustling night time destination with an evening offer clustered around the Kiln, which reflects its diverse communities. It will have

---

a new market square where the community can come together and a public realm enhanced to healthy streets standards. As part of this, we want to promote support greater crossover appeal between the daytime and evening economies and diversify the retail and leisure offer so that it appeals to a broader local audience. We consider a stronger partnership with Camden and with local community stakeholders, businesses and external partners to be vital towards achieving this.

We are at a pivotal moment where there is joint political desire and strategic impetus to work together to put in a place an exciting agenda to shape Kilburn's future and unify the High Road. We hope Camden's bid will be looked on favourably by the GLA and provide us with the support necessary to enable us to continue our vital development and partnership work to support shared community ambitions and joint improvements across our common boundary.

Yours Sincerely

A handwritten signature in dark ink that reads "Alice Lester". The script is cursive and fluid, with the first name "Alice" and last name "Lester" clearly distinguishable.

Alice Lester MBE  
Operational Director Regeneration, Growth and Employment

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 25 October 2021 12:56  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Stage 3 application & grant agreement

Hi [REDACTED]

Thanks – I've had a quick look through and I think I can access everything but I'll let you know if not.

Happy to talk through the contract this week – I can do Wednesday morning or Thursday afternoon if either work for you both?

[REDACTED]

[REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]**

**london.gov.uk**  
[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 22 October 2021 17:21  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** Stage 3 application & grant agreement

Hi [REDACTED]

[REDACTED]

We had a few formatting issues with the GLA HSFA Stage 3 form, particularly with our tables. I'm confident all the information is in the submission, albeit hidden within the boxes in places. I'm attaching our copy in case there are issues with seeing the text within any of the responses.

I also wondered if you had some time to discuss the grant agreement next week, please? I'm so sorry for the delay in getting that signed off by Life in Kilburn. It'd be good to have the chance to discuss the hold up and put forward a couple of ideas to resolve it ASAP.

Have a good weekend.

Thanks,  
[REDACTED]

■■■■ ■■■■  
Principal Planner  
Regeneration and Planning  
Supporting Communities  
London Borough of Camden

Telephone: 020 7974 ■■■■

Web: [camden.gov.uk](http://camden.gov.uk)

2nd floor  
5 Pancras Square  
London N1C 4AG



## **A – Your place-based challenge and proposition**

**A1 – Please describe the challenges your high street strategy is trying to address and what needs to happen for these challenges to be overcome. The context should describe the high street as a whole, be as specific as possible, telling us the story of your place, its people and economy and why High Streets for All Challenge funding is needed to address these issues. *Maximum 1000 words***

### **Introducing Kilburn**

This section introduces Kilburn and its centre, highlights some of the challenges that [local people have shared](#) and summarises our proposed approach to maximising the impact of any further GLA High Streets for All Challenge funding.

Kilburn is an energetic and creative neighbourhood of around 25,000 people within both Camden and Brent, with Kilburn High Road at its heart. The street is one section of the busy A5 corridor and forms the borough boundary. Designated a major town centre, Kilburn High Road is home to a retail cluster that supports 1,500 jobs and is a significant location for a number of hospitality, leisure and financial services sectors, each supporting approximately 600-700 jobs. Kilburn is a connected neighbourhood, well-served by public transport, with access to up to 6 bus routes along the street and access to both Underground services at Kilburn Station and Kilburn Park Station and Overground services at Brondesbury and Kilburn High Road.

The neighbourhood is home to a range of independent businesses, including support a designated NT3 evening and night-time economy of more than local significance sufficient to encourage visitors from outside the neighbourhood. Within and surrounding Kilburn High Road is a rich network of community organisations that deliver a range of services and initiatives – including those that provide opportunities for social interaction and fun, others that deliver celebratory cultural programmes and a number that support people to build the skills they need to live good lives. These organisations - experienced and skilled – could provide the backbone of and lead a transformative partnership in Kilburn. Early stage conversations highlight a desire to play a key role in actively delivering positive change in Kilburn's centre.

Both Camden and Brent Councils have a focus on Kilburn. This reflects the range of challenges that local people care about and raise. It is also a response to a significant number of planned and proposed projects and schemes that, collectively, provide an opportunity to improve the experience of Kilburn as a place, introduce new, welcoming spaces and exciting uses that provide opportunities for social and economic activity and public value.

### **Identified challenges**

There are a number of challenges in Kilburn - documented within existing research undertaken by local groups, through Brent and Camden-led conversations and other consultations that have taken place.

Those challenges facing the high street include:

- Traffic dominance, congestion and high levels of air pollution
- Narrow and cluttered pavements
- Scarcity of greening along the high road
- Poor quality public realm and lighting
- Need to create a sense of arrival to Kilburn
- Lack of diversity within the high street offer in places

- Need for affordable workspace
- Issue fly-tipping and other anti-social behaviour
- Evening and night time economy requiring more support
- Lack of public space and underutilisation of existing spaces; and
- Prominent buildings not in active use
- Coordinated working across borough boundaries
- No Business Improvement District

The Covid-19 pandemic has had implications for Kilburn too. GLA data shows spend at retail businesses reduced significantly over the past two years, particularly following lockdowns – though, positively, post-lockdown spend on eating out is now above pre-pandemic levels.

## **Opportunities**

Despite many challenges, there are a great many opportunities in Kilburn. The area has a vibrant multi-cultural community, there are great local cultural organisations and venues and it is well connected by public transport. There are also many active and engaged groups and local organisations that do great work in the area. The work in Kilburn comes a point at which several opportunities make for a period of potentially transformative change. There are also some planned investments / projects in the area including:

- Transport for London's (TfL) proposal to revitalise the arches adjacent to Kilburn Station
- The boroughs' work with TfL to create safer and healthier streets in Kilburn
- Camden's plan to rethink Kilburn Library and its key role as a high street presence
- Planning approval granted by Brent to redevelop the shopping parade within the privately owned Kilburn Square
- Brent's plan to upgrade the lighting to enliven the sense of arrival at Kilburn Station
- Brent's Brent Business Support Funds that will provide for shopfront improvements plus cleaning, lighting and greening projects

We are seeking to build an innovative and effective community partnership to help tackle Kilburn's challenges and make the best of those opportunities collectively. We want to empower residents, businesses and local groups and partners to shape their local high street and take action. The GLA's High Streets for All Challenge represents a timely opportunity to make the most of those opportunities and to bring together the community and partners around a range of activity and action to create visible and measurable possible benefits for Kilburn High Road and the residents it serves.

## **The GLA's High Streets for All Challenge:**

At Stage 2, Camden worked with the GLA to put a call out for exciting projects that supported the GLA's wider vision for London's high streets and Camden's local priorities. That process led to a focus on Kilburn and support for two projects; Life in Kilburn's community market and TfL's Kilburn Railway Arches project. Stage 2 also provided us with an opportunity to undertake early scoping of a transformative partnership for Kilburn that is reflective of the neighbourhood's diversity and well-placed to develop a shared, action-oriented vision for Kilburn's centre.

With momentum from Stage 2, our proposed approach at Stage 3 has three key aspects:

1. **A vision through partnership:** *Scoping a participation model that works for Kilburn and serves to provide meaningful opportunities for local people to shape change in their neighbourhood*
2. **Making it happen:** *Delivering projects to create a buzz around the work*
3. **Unlocking Kilburn's underutilised assets:** *Activating assets that can support partnership building and provide the space required for networking, conversation and grassroots project development*

The next section provides further detail on the three key strands within our proposed approach.

**A2** – Please describe the proposed high street strategy development during Stage 3, setting out specific activities and innovative approaches. For each please describe the inputs required to deliver these, key milestones and outputs, and their expected impact. *Maximum 1000 words*

Please use this space also to highlight if your project aims to achieve one of these activities:

- **Testing new and flexible models for workspace provision** in collaboration with public or private high street landlords.
- **Support street markets** in developing targeted plans which could for example address new forms of market management, local supply chains, employment and training, or environmental improvements.
- **Integrate a local ownership or management model** such as a community business, co-operative structure or raise of alternative finance through community shares.
- **Develop a Community Improvement District (CID) pilot.** Please see also supplementary questions in Section D

### **The GLA's High Streets for All Challenge:**

We want to make a difference to Kilburn and to do that our proposed approach at Stage 3 has three key aspects:

1. A vision through partnership
2. Making it happen
3. Unlocking Kilburn's underutilised assets

The proposed approach adds further activity around the work already underway at Stage 2. At stage 2 Camden worked with the GLA to put a call out for exciting projects that supported the GLA's wider vision for London's high streets and Camden's local priorities. That process led to a focus on Kilburn and support for two projects; Life in Kilburn's community market and TfL's Kilburn Railway Arches project. Stage 2 also provided us with an opportunity to undertake early scoping of a transformative partnership for Kilburn that is reflective of the neighbourhood's diversity and well-placed to develop a shared, action-oriented vision for Kilburn's centre.

Our approach to strategy development in Kilburn is both **strategic and action-oriented**.

### **1. A vision through partnership**

There is a significant number of projects and interventions in the pipeline in Kilburn, subject to resources and funding. That includes the Safe & Healthy Streets project, a potential refresh of evening

and night time economy policy and a planned rejuvenation of Kilburn Library. We also know there are relevant, transformative project ideas within Kilburn. We want to support the development of a transformational partnership for Kilburn that can develop a long term, shared vision and bring about change now.

#### **a. Progress at Stage 2**

Stage 2 of the High Streets for All Challenge provided and stimulus for closer collaboration between Camden and Brent in Kilburn High Road. This renewed focus on Kilburn and commitment to collaborate provide a firm basis upon which to develop a partnership in Kilburn – a partnership both councils are committed to supporting.

Stage 2 also provided a basis upon which to connect with the rich cluster of organisations that deliver impactful initiatives that enable social interaction, creativity and wellbeing. Through initial conversations, we learned about their work, reflected on the challenges and explored the opportunities together.

#### **b. Proposal at Stage 3**

At Stage 3 we aim to scope and develop a partnership for Kilburn, ideally in collaboration with Power to Change. We want to create the space for networking and collaboration, alongside tangible opportunities for partners to shape – including the Connecting Kilburn art project and the other catalyst projects outlined within the next section.

## **2. Making it happen**

With a view to ‘**making it happen**’, we outline projects that respond to identified challenges and generate momentum. This includes four catalyst projects; two we are developing from Stage 2 and two additional projects for Stage 3.

#### **a. Progress at Stage 2: Things happening already**

##### **Life in Kilburn’s community market**

Life in Kilburn’s work to develop a community market in Kilburn is underway and Camden is working to enable the delivery of a test market and the development of a costed plan.

The ambition is to provide a regular opportunity for local organisations, entrepreneurs and residents to come together, activating an underutilised space that connects the high road with Kilburn Grange Park.

##### **Kilburn Railway Arches**

TfL own two-thirds of the railway arches neighbouring Kilburn Station. TfL has a vision for a ‘community-driven social hub’. This is a scheme that TfL is proposing to take forward regardless of the High Streets for All Challenge. However, we have an opportunity to enhance TfL’s approach to community involvement, with early scoping of a community space and related activities.

#### **b. Proposal at Stage 3: A third catalyst project**

##### **Connecting Kilburn art project**

With additional funding, we propose a further project that would deliver visible impact and engage a group reflective of Kilburn's diversity through connecting with culture and art in a way specific to the identity of Kilburn and its community.

The project would involve the commissioning of an artist or group of artists to engage with a wider partnership of cultural institutions and local people from across Kilburn to co-design a mural for Brondesbury Bridge alongside a wider 'design concept' for Kilburn. Our ambition is to contribute to a sense of place, identity and community ownership. The idea is to involve a wider more diverse range of local people, including young people in the identity of their high street.

The approach would build on concepts developed [Tottenham Court Road](#), [Kentish Town](#) and [Gospel Oak](#).

### 3. Unlocking Kilburn's underutilised assets

Kilburn has a significant number of vacant or underutilised assets that provide opportunity to deliver our strategic and action-oriented approach.

#### a. What can happen now

We propose the following two projects:

- Working with TfL to activate 2c Maygrove Road through a community hub that supports partnership building and project development, inspired by the Think & Do model.
- Introducing a Library of Things to complement existing services within Kilburn Library, whilst activating underutilised space and supporting circular economy ambitions.

#### b. What can happen next

We have identified another Camden asset within Kilburn that could, with further scoping, be brought into active use to support residents, businesses and community groups. 107 Kingsgate Road is a vacant, Camden-owned building that was home to Kingsgate Community Association until their closure. Camden is exploring different community-focused uses. The interventions proposed here – developing a local partnership to develop a shared vision and related projects – provide a foundation upon which to scope uses for the building; whether collaboration space for community groups or affordable workspace to support community businesses.

### Summary: Stage 2 and Stage 3 key milestones and outputs

Stage project commenced	Project	GLA objective(s)	Milestones	Outputs
Stage 2	Life in Kilburn's community market	<ul style="list-style-type: none"><li>• Innovative places of exchange</li><li>• Generating social value</li></ul>	<ul style="list-style-type: none"><li>• Design approach to test market</li><li>• Implement and review test markets</li><li>• Revise concept</li></ul>	<ul style="list-style-type: none"><li>• Costed plan for a community market in Kilburn</li></ul>

			<ul style="list-style-type: none"> <li>Strategy to secure further funding</li> </ul>	<ul style="list-style-type: none"> <li>Test markets in December '21 and Spring '22</li> <li>Evaluation</li> </ul>
<b>Stage 2</b>	TfL's Kilburn Railway Arches project	<ul style="list-style-type: none"> <li>Creating a public welcome</li> <li>Connected communities</li> <li>Generating social value</li> </ul>	<ul style="list-style-type: none"> <li>Undertake works</li> <li>Call for ideas</li> <li>Programming themed activities</li> <li>Delivery</li> </ul>	<ul style="list-style-type: none"> <li>Vision</li> <li>Meanwhile use model</li> </ul>
<b>Stage 3</b>	Community partnership scoping and development	<ul style="list-style-type: none"> <li>Connected communities</li> </ul>	<ul style="list-style-type: none"> <li>Raising awareness</li> <li>Initial sessions to discuss opportunity</li> <li>Workshops to shape approach</li> <li>Develop action plan</li> </ul>	<ul style="list-style-type: none"> <li>Participation model</li> <li>Agreed legal status</li> <li>Action plan</li> <li>Funding strategy</li> </ul>
<b>Stage 3</b>	Connecting Kilburn art project	<ul style="list-style-type: none"> <li>Creating a public welcome</li> <li>Connected communities</li> </ul>	<ul style="list-style-type: none"> <li>Share brief</li> <li>Shortlist proposals</li> <li>Co-design concept</li> <li>Delivery</li> </ul>	<ul style="list-style-type: none"> <li>Design concept for Kilburn</li> <li>A mural designed with and for local people</li> </ul>
<b>Stage 3</b>	Library of Things	<ul style="list-style-type: none"> <li>Responding to the climate emergency</li> <li>Generating social value</li> </ul>	<ul style="list-style-type: none"> <li>Identify 10-12 sq. m space within Kilburn Library</li> <li>Install Library of Things kiosk</li> <li>Marketing</li> <li>Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Increased footfall</li> <li>Reduced waste</li> <li>Linked circular economy events</li> </ul>
<b>Stage 3</b>	2C Maygrove Road	<ul style="list-style-type: none"> <li>Innovative places of exchange</li> <li>Connected communities</li> <li>Generating social value</li> </ul>	<ul style="list-style-type: none"> <li>Further scope works</li> <li>Undertake works</li> <li>Call for ideas</li> <li>Programming themed activities</li> <li>Delivery</li> </ul>	<ul style="list-style-type: none"> <li>Community-led project ideas</li> <li>Meanwhile use model</li> <li>Affordable workspace model</li> </ul>
<b>Stage 3</b>	107 Kingsgate Road	<ul style="list-style-type: none"> <li>Connected communities</li> <li>Generating social value</li> </ul>	<ul style="list-style-type: none"> <li>Scope potential uses for building</li> </ul>	<ul style="list-style-type: none"> <li>Community-informed proposal for building</li> </ul>

A3 – What is the estimated project budget?

Total project budget: **£220,000**

Please list the estimated costs and how much funding you are requesting for each of the activities described under A2.

If applicable, please include costs for the development of a CID pilot.

Project activity	Estimated cost (£)	GLA funding request (£)
<b>Making it happen:</b> Connecting Kilburn Art project	70,000	35,000
<b>Vision through partnership:</b> Community Improvement District / Community partnership scoping and development	40,000	40,000
<b>Unlocking Kilburn's underutilised assets:</b> 2c Maygrove Road	75,000	75,000
<b>Unlocking Kilburn's underutilised assets:</b> 107 Kingsgate Road	30,000	30,000
<b>Unlocking Kilburn's underutilised assets:</b> Library of Things	40,000	40,000
<b>Total</b>	<b>220,000</b>	<b>220,000</b>

A4 – How much GLA grant funding are you requesting?

GLA revenue funding	£200,000
GLA capital funding	£20,000
Total GLA funding	£220,000

A5 – If applicable, how much match funding is secured?

Match funding/ resource secured to an equivalent value of: **£208,000**

Please list sources and amounts of match funding secured.

Source	Match funding secured (£)
Camden Council: Officer time	1.5 FTE for duration of funding - equivalent to approx. £100,000
Brent Council: Officer time	0.5 FTE for duration of funding – equivalent to approx. 23,000
Additional Restrictions Grant-funded business engagement and support in Kilburn	50,000
Community Investment Levy (Brent – Brondesbury Bridge)	35,000

If addition to dedicated officer time from Camden, the work is supported by existing governance structures including Camden's Monthly Further High Streets Board, comprising strategic officers from across relevant Council Services as well as monthly meetings with the lead members. This is further supported by joint working with the London Borough of Brent.

Camden has recently launch the High Streets Crowdfund in partnership with Spacehive and has ring-fenced up to £360k of funding to support grassroots high streets projects. The first round is live now and a further round will take place in the spring. This is a borough-wide initiative, but we hope that this will include projects from local groups and businesses in Kilburn, building on activity in the area.

Please explain any funding shortfalls and how you plan to address them:

Should any shortfalls arise, there may be the scope to access further CIL funding, subject to all the necessary procedures and council decisions.

A6 – Partnerships can access support from a dedicated panel of experts comprising of Mayor's Design Advocates, internal GLA Group policy leads and other experts as required. Support could include design review of developed projects, broader development of approaches to specific issues e.g. pedestrianisation, workspace strategies, climate action plans, or advice and mentoring on project management issues. Successful partnerships can access up to two days of expert time. Please indicate your requirements and we will work with you to identify the expert and approach.

The skills within the Expert Panel include:

- ☐ Project set up
- ☐ Data, analysis, evaluation + economics
- ☐ Community engagement
- ✓ Partnership formation + capacity building
- ☐ Architecture + urbanism
- ✓ Workspace
- ✓ Public space + public art
- ✓ Landscape architecture + growing
- ☐ Heritage + conservation
- ✓ Markets
- ☐ Climate change action planning
- ☐ Child friendly design + play
- ✓ Cultural curation
- ☐ Business planning + organisational development
- ☐ Digital strategy + enabling
- ✓ Property development advice

- ☐ Skills + employability support
- ✓ Business support, community business + enterprise
- ☐ Planning + licensing incentives

A7 – Please list the three key risks to the project and proposed mitigation of these risks. This should include a description of any risks a rating (low, medium or high) and a mitigation description.

Risk	Rating	Mitigation
That we are too quick to identify deliverables and outcomes that they appear 'final' to local people and discourage their involvement in the work	M	<ul style="list-style-type: none"> <li>• Ensure that we find the most appropriate model to bring people into the work and ensure genuine shared power</li> <li>• Prioritise the creation of a community hub</li> </ul>
That interest in a partnership is low	L	<ul style="list-style-type: none"> <li>• Conversations to date highlight a desire to connect work in Kilburn and find ways to collaborate on high street work</li> <li>• Opportunity to scope a partnership from scratch – we can ensure that the principles and ways of working are shaped by partners from the start</li> <li>• We can also focus on working with a core group of 5-6 partners and develop this over time</li> </ul>
A lack of coordination across the borough boundary makes the development of a vision and delivery of projects complicated	M	<ul style="list-style-type: none"> <li>• Joint Camden/ Brent officer group set up and to meet regularly to monitor progress</li> <li>• Emerging from that is a framework for effective partnership working</li> <li>• This will involve putting in place structures and governance to enable effective partnership working</li> </ul>
We are unable to use space within the TfL estate	M	<ul style="list-style-type: none"> <li>• We have mapped other spaces that could potentially be used for community activities</li> <li>• Conversations with colleagues overseeing the future of those assets continues outside of the bid process</li> </ul>

A8 - Summarise your high street strategy's proposed social, environmental and economic outcomes. What do you hope it will have achieved in one, two and five years' time? Please outline any transferable learnings you have discovered or aim to discover that other high street partnerships can benefit from. *Maximum 250 words*

Camden's vision is for local high streets and town centres to be ready to face the future. We want them to be at the heart of their communities with all residents able to reach their local centre by walking or cycling in 15 minutes or less. The high streets and town centres of tomorrow will be safe, family-friendly, environmentally responsible, diverse, accessible and vibrant places to shop, work, socialise, share knowledge and skills, network, learn, make, live and play.

**Our objectives for our future high streets are:**

- **COMMUNITY & ECONOMY**- High streets at the heart of community life and local economies: more jobs and training opportunities, increased innovation, entrepreneurialism and a greater role for local partnerships, collectives and community activity
- **DIVERSE USES** - High streets with more diverse uses and less vacant space: increased leisure, workspace, community space, and culture; and appropriate activity day, evening and at night
- **SUSTAINABLE & ACCESSIBLE**- High streets that are sustainable: better air quality, more greening, and accessible to everyone in the community within 15 minutes travel from their home
- **INVITING PUBLIC REALM**- High streets that are inviting and enjoyable places to spend time: more space for people to meet, sit and socialise; more green, and less dominated by polluting vehicles

For Brent, the future vision is for a Kilburn that “is a bustling night time destination with an evening offer clustered around the Kiln, which reflects its diverse communities. It will have a new market square where the community can come together and a public realm enhanced to healthy streets standards”.

A fundamental outcome for both councils is to join up work in Kilburn – and to provide an inclusive space for people to define *shared* objectives and develop and deliver projects collaboratively.

**A9 - Select the range of outputs you expect the project to deliver from the High Street for All mission key performance indicators (KPIs) below.**

- ✓ Additional funding raised / invested by delivery partners and other bodies as a result of GLA investment
- ✓ Number of new jobs created or existing jobs safeguarded
- ☐ Increase in square metres of new or improved public realm
- ✓ Increase in footfall: Increase in the number of people accessing a defined (high street/town centre) area during the day and night
- ✓ Increase in the number of vacant/underused units being brought back into productive day / night use
- ✓ Number of community businesses, cultural and civic organisations supported on the high street

**B – Your Partnership** B1 – Please describe the organisations and groups involved in your partnership, their role in your developing the high street strategy and the skills and capacity they bring to the project. *Maximum 500 words*

Stage 2, officers from Camden and Brent met regularly and work is underway to formalise an approach to collaboration. This will ensure a firm foundation for partnership development.

Kilburn has an experienced and impactful cluster of organisations, institutions and businesses – they bring energy, ideas and already do so much. As part of early scoping at Stage 2, we held initial 1:1 conversations with:

Partner	Role
Abbey Community Centre	Provides advice and signposting alongside services focused on education and culture
Community Champions – Kilburn	Works with residents to develop projects that support health and wellbeing
Friends of Kilburn Grange Park	Focused on ensuring the park is developed in a way that promotes its heritage, biodiversity and community interest
Kilburn Neighbourhood Plan Forum	Working to develop a neighbourhood plan for Kilburn with a particular focus on Kilburn High Road
Kilburn Older Voices Exchange	Works to improve the quality of life for older people through campaigning on issues related to high streets
Latin American House	Delivers legal and social advice in relation to benefits, housing, and employment law, alongside opportunities to develop skills
Life in Kilburn	Twitter page and related newsletter updating residents on life in and around Kilburn
Sapphire Independent Housing	Housing association providing accommodation and related to support to people in Camden
Sidings Community Centre	Delivers a range of services for young people, parents and wellbeing support for adults
Somali Cultural Centre	Provides advice and advocacy to Somali residents, focused on health, education and care
South Hampstead & Kilburn	Focused on providing opportunities for social interaction, wellbeing and supporting people to access opportunities

The Kiln	Theatre in Kilburn with a broad range of creative programmes
Transport for London	Owner of 2/3 of the railway arches to the north of Kilburn, and operator of three local train stations and nearby commercial units
West Hampstead Women's Centre	Support open to all women within the area, focused on skills, wellbeing and volunteering

At Stage 3, we want to create a **vision through partnership**. To enable this, we want to explore potential models with partners and the wider community that engender community leadership and participation to bring renewal within Kilburn's centre. Our ambition is to work with Power to Change to do this, though we are open to exploring other routes to achieving this outcome – including funding another partner to work with us to scope and develop a partnership.

Our approach would be open and inclusive. The number of organisations we've connected with to date have expressed an interest in being part of work to scope a community partnership for Kilburn. Camden and Brent are well-placed to invite institutions into the work too, with TfL already keen to play a key role. With funding secured by Camden for business engagement and support, there is also the opportunity to connect with local businesses, better understand their needs and aspirations and, in a neighbourhood with no Business Improvement District, find an appropriate way to give voice to local businesses too.

**B2 – Please describe the structures and mechanisms which will be used to manage and govern the development and implementation of your high street strategy. Maximum 500 words**

The proposed governance and support of the work in Kilburn will involve a blend of established local authority governance and innovative and flexible community-led participation sufficient to generate new solutions. To ensure we are informed and outward-looking in our work, our approach would be underpinned by data from a variety of sources and regular scanning for best practice elsewhere. Within this section we outline the key structures and mechanisms within our proposed approach:

## 1. Established governance

- **Future High Streets Team:** The team would have oversight and responsibility for delivering and monitoring the projects, reporting into the internal governance and through regular reporting with the GLA. The work in Kilburn is a key priority for the team, which has an established governance structure that includes reporting monthly into a strategic officer board and lead member meeting.
- **Kilburn Working Group:** The team brings together relevant council officers from different Council departments to collaborate and coordinate activity in Kilburn – a group that currently includes departments:
  - Planning
  - Arts and Culture
  - Environment services
  - Events
  - Inclusive Economy
  - Street Markets
  - Legal

- Parks and Open spaces
  - Transport
  - Sustainability
- **Cross borough collaboration:** Camden will continue to work closely with Brent to develop and implement the high street strategy; collaboration will be guided by a jointly agreed framework that both councils are currently working to finalise. This year, Brent also established a cross-departmental officer group to guide strategic direction and coordinate activity in Kilburn.

## 2. Community-led

We aim to enable a community-led approach in Kilburn. Working collaboratively with local residents, groups, organisations and other partners to develop a ‘transformational partnership’ for Kilburn. It is our ambition that Camden, Brent and local partners will have the opportunity to work with Power to Change to carry out supported early develop that partnership - please see Section D for further details.

## 3. Data-informed

Camden and Brent will work to share relevant data and make this available to local people to inform our work in Kilburn. This will include data from the Census, Open Camden, the GLA’s High Streets Data Store and work that UCL is to undertake with Camden to bring additional relevant high street data together to better inform our work in Kilburn and elsewhere. Recognising the good work elsewhere, we will remain open to inspiration and learning from others.

### B3 – How will your project involve local communities and businesses as it develops?

What innovative engagement has been undertaken or is underway to evidence the demand or need for your project? Please make explicit reference to any relevant projects or initiatives in the local area to highlight the effectiveness of your approach. *Maximum 500 words*

Our approach to participation is underpinned by [Camden 2025](#), written by a citizen’s assembly, sets out a community-led vision of a place where everyone has the chance to succeed, nobody gets left behind, and everybody has a voice.

Initial conversations with the local partners noted in Section B1 at Stage 3 highlighted a recognition of the need for a partnership for Kilburn. At Stage 3, our ambition is therefore to convene local organisations, businesses and people around funded projects that they can shape and bring to life. And, through this collaborative approach, generate the buzz required to encourage local people and partners to get involved with the work to develop and deliver projects and a shared vision for Kilburn. There are several key building blocks within our proposed approach - some of which are dependent on the outcome of the Stage 3 bid and related Power to Change bid. The key building blocks are outlined below, with reference to the fundamental work that could be undertaken without further funding and the added value GLA funding could unlock for the work:

1. **Vision through partnership:** *Scoping a participation model that works for Kilburn and serves to provide meaningful opportunities for local people to shape change in their neighbourhood*

- **Fundamental work:** Within the limited resources of the High Streets team, we would find a light touch approach to convening local organisations, institutions and businesses in Kilburn and connect the partnership with existing funding opportunities – e.g. Camden Future High Streets Crowdfund

**Added value with funding:** With funding and support from Power to Change, we will scope the development of a specific model of community partnership that works for Kilburn that is able to access space, capacity building opportunities and resources to develop a vision and related projects

## 2. **Making it happen:** *Delivering projects to create a buzz around the work*

**Fundamental work:** We will continue to support the development of the projects that secured funding and support at Stage 2

**Added value with funding:** With additional funding we will scope and deliver a third catalyst project that would aim to involve a group of local people that is diverse in terms of age and ethnicity

## 3. **Unlocking Kilburn's underutilised assets:** *Activating assets that can support partnership building and provide the space required for networking, conversation and grassroots project development*

- **Fundamental work:** We aim to identify meanwhile space to support the development of a partnership for Kilburn and related community orientated activities and projects
- **Added value with funding:** With additional funding we will utilise a TfL-owned space and cover the cost of works required to bring the premises into safe and active use.

### **Emerging model to develop in Kilburn:**

With those key building blocks in mind, we have sketched out emerging approach in Kilburn. If successful in securing further funding, we will work with TfL to bring 2c Maygrove Road into active and, working to co-design a 'community hub' with local people to provide space for anybody with energy and ideas to join the conversation around high street renewal – and provide space and support to test and develop their ideas.

**B4 – Is any of the organisations in your partnership led by and/or for marginalised communities and those most affected by the coronavirus crisis? We define 'led by' as at least 51% of an organisation's leaders (trustees and senior managing staff) are people with lived experience. Please indicate if organisations in your partnership are led by any of the following (select all that apply and provide further detail below):**

- ☒ Black, Asian and Minority Ethnic (BAME)
- ☐ Deaf and Disabled
- ☐ Lesbian, Gay, Bisexual, Transgender and Queer/Questioning (LGBTQ+)

- ✓ Older People
- ✓ Women
- ☐ Other (please specify below)

- *Camden is committed to ensuring its high streets reflect the communities that live within and around them, reflecting a wider vision for diversity, equality, and inclusion in the public realm*
- *Camden produced a Future High streets prospectus in June 2021 with one of the key objectives to reconnect high streets with their communities and develop social value approaches to uses on the high street. – this includes:*
  - *Diverse accessible and vibrant places and environments*
  - *Championing equality of opportunity*
  - *Providing jobs, training and opportunities for entrepreneurialism, particularly for younger people*

**B5 – Do young people have a formal role in decision making within any of the organisations in your partnership? E.g. a youth advisory board. Please provide details.**

### **C - Your Asset**

**C1 – Please describe your available asset/s or priority area of intervention - the underused building(s) or space(s) you want bring to the Challenge – and how it/they can help to unlock the Challenge, generate public value and act as an anchor for your wider high street strategy. Please set out your approach to achieving financial sustainability regarding operational costs and maintenance. Maximum 500 words**

The third aspect to our proposed approach is focused on **unlocking Kilburn's underutilised assets**. We propose to put assets and public value at the heart of work in Kilburn, recognising the potential of space in enabling us to achieve many of the objectives outlined within Section A8 above. We have identified a number of assets in the area that are within Camden or partners' control that have the potential to contribute to the community and the high street.

With funding at Stage 3, this approach would start with projects that seek to unlock Kilburn's underutilised spaces:

#### **a. 2c Maygrove Road**

TfL is one of the partners from Stage 2 and will be taking forward their proposals to improve the public realm and activate vacant arches close to Kilburn Station. Linked to this, through Stage 2, TfL audited their assets in the area and have identified a number of potential units that could be activated. The most favourable of these is currently looking to be 2c Maygrove Road, a shop unit, located across from Kilburn Station. TfL has been indicated that this unit could offered to Camden and the local community until at least August 2022.

This creates a fantastic potential opportunity for a visible physical space to convene community conversations and test ideas. The current proposal is under development but could It is proposed that the premises provides space to co-design a community hub and a focus for the development of a

transformative partnership for Kilburn. With funding, we would further scope our approach that is inspired by *Think & Do*. This could include:

- Recruiting an officer or commission a partner to oversee the project with support from Camden and Brent
- Establishing a brief for the space, outlining a set of guiding criteria and principles for its use
- Instigating a call to action and call for local project / activity ideas
- Inviting local organisations and people from across Kilburn to participate in activating the space
- Scheduling themes activities over the duration of the use related to high street prospectus objectives

It is hoped that the key outputs would be supporting creation of a local partnership, a list of projects that can be taken forward by that partnership and the beginnings of a shared vision for Kilburn's centre – alongside the public value brought about by civic involvement in activities.

The scoping of proposals for how this could work is underway between Camden and TfL. Funding is sought through stage 3, including a small sum of capital to bring the space into use and revenue to support the scoping and running costs.

#### **b. 107 Kingsgate Road**

Camden also has assets in the area and there are two key assets that represent an opportunity-the former Kingsgate Community Centre Building at 107 Kingsgate Road and space at Kilburn Library. The centre at 107 Kingsgate has huge potential and is well known by the local community. The building is currently vacant and would need capital to bring it back in to use and connect it with the high street. At this stage we are seeking revenue funding to scope the future potential for this community asset through collaborative working with the partnership. The funding would enable the scoping of future uses and participatory working with the partnership to develop an approach that reflects community priorities; whether involving people providing services, accessing them or starting businesses that have community benefit.

#### **c. Kilburn Library: Library of Things**

To introduce new uses, promote a circular economy and activate space within Kilburn Library, a vital local service located within Camden's only asset in Kilburn High Road, we propose a Library of Things for Kilburn.

The Library of Things would encourage and enable local people to borrow items – and particularly those expensive and used infrequently – to reduce waste, save people money and encourage a circular economy. The project would also provide a hook for other interventions linked to our wider response to the climate emergency.

**C2 – Please confirm the size (in square metres) and describe the physical condition of the asset. Please set out your approach to ensuring that all necessary consents are in place. Maximum 500 words**

#### **a. 2c Maygrove Road**

TfL's asset is 48m sq. is a former fish & chips restaurant that has recently been vacated by the former tenant. Photographs of the space are enclosed with this bid. Early indications suggest the space is in

good condition. A TfL project manager visited the premises recently and provided the following update:

Interior	<ul style="list-style-type: none"> <li>- Lights, electrics water all working</li> <li>- Flooring in good condition – counter etc. has been installed on top of flooring so expect no repair works required to this</li> <li>- All counters, sinks, worktops etc. will be removed by the tenant – will need to include provision for a small kitchenette to be installed</li> <li>- Internal partition wall (shown in red box above) could be removed if we wanted to open the space up</li> <li>- Interior walls are tiled and in good condition</li> </ul>
Exterior	<ul style="list-style-type: none"> <li>- Expect exterior “Cod’s Plaice” signage will be left</li> <li>- Front glass windows are in good condition – would require no re-work</li> <li>- Tiles laid to front of shop are in good condition and no step to enter the unit</li> <li>- Right side of shop is boarded – potential display space</li> <li>- There is a step to the exterior of the fire door</li> </ul> <p>Shutters will need repainting to remove graffiti and potentially coated with anti - graffiti coating</p>

If successful in securing the funding required to bring the space into active use, TfL and Camden will work to finalise the necessary consents, including:

- Contractual arrangements for a long term let
- Fire plans
- Safe working practices
- Building control
- Planning category
- Task specific H&S compliance – e.g. group meals

This would involve Camden’s Commercial Property team and their counterparts at TfL’s meeting to discuss these key steps, as well as agreeing on the most appropriate approach to managing the premises on a day-to-day basis.

#### **b. 107 Kingsgate Road**

The building that the former Kingsgate Community Association occupied until their closure and is owned by Camden. The council is exploring appropriate community-focused uses for the building. The building was occupied by a number of local organisations and is in usable condition; however, early indications are that works to improve the quality of the space would be needed. If successful in securing funding, we would need to further scope the future of the building – both in terms of uses and the works required to support those uses.

#### **c. Kilburn Library: Library of Things**

The library in Kilburn is the local authority’s primary asset in Kilburn High Road. The library has sufficient space to host a 10 sq. m Library of Things kiosk.

C3 – Please describe the ownership, lease arrangements and management of the asset. Please confirm that you have the authority to develop and implement related proposals or are seeking it.

C3 – Please describe the ownership, lease arrangements and management of the asset. Please confirm that you have the authority to develop and implement related proposals or are seeking it. *Maximum 500 words*

**a. 2c Maygrove Road**

The building is owned by TfL and will be vacated by the end of October 2021. The premises is located within the Kilburn Railway Arches site that TfL proposes to regenerate through a phased development. The premises has been offered, in principle, to Camden for a period of up to 18 months.

The proposed approach is to agree a temporary arrangement whereby funding is provided to bring the space into use, with TfL maintaining the space for the duration of the agreement. The specific arrangements are to be agreed by Camden and TfL subject to securing funding from the GLA.

Learning from the Think & Do model used elsewhere in Camden, our ambition is for the space to be managed and overseen by a commissioned partner or council officer – with local organisations playing a role as the project develops. Through this approach, TfL will use the space to run events linked to their proposed Kilburn Railway Arches scheme and Camden and other partners in Kilburn will have access for other activities that activate the space, enable partnership building and bring public value for local people and groups.

**b. 107 Kingsgate Road**

Camden owns 107 Kingsgate Road and the council is actively seeking to scope potential uses for the premises. The inclusion of the asset at Stage 3 of the High Streets for All Challenge would support that process and help the council unlock the building for community uses – making the case for the capital investment required to do that.

**c. Kilburn Library: Library of Things**

Camden own the premises within which Kilburn Library is located and manage the space within which the library and related services are located.

Camden is in conversation with Library of Things about additional location within the borough – Library of Things are interested in identifying a site within Kilburn or West Hampstead.

C4 – Please describe how your asset can help tackle the climate and ecological emergencies and support a just transition to a low carbon, circular economy? *Maximum 500 words*

**a. Kilburn Library: Library of Things**

The proposed introduction of a Library of Things in Kilburn is a tangible response to the climate emergency and high street context. By working with Library of Things in Kilburn, we aim to:

- Raise awareness of the climate emergency the circular economy concept
- Increase footfall
- Reduce waste
- Save local residents money
- Provide related volunteering opportunities

**b. 2c Maygrove Road**

Building on Camden's experience of delivering [Think & Do in Kentish Town](#), there is an opportunity to make the climate emergency a key theme and to scope solutions and projects. Such projects could be supported through existing funding streams, including the [Spacehive](#) and the [Camden Climate Change Alliance](#).

This would also be an opportunity to explore existing work, including:

- Camden's installation of 11 diffusion tube NO2 monitoring sites
- Camden Climate Change Alliance's support for small to medium businesses and third sector organisations
- The Safe and Healthy Street scheme in Kilburn High Road
- Camden's proposed approach to enhancing Kilburn Grange Park by increasing levels of biodiversity

#### **c. 107 Kingsgate Road**

In scoping new community-focused uses for 107 Kingsgate Road, there is an opportunity to explore uses that respond to the climate emergency.

### **D – Community Improvement District (CID) pilot**

**Please only complete this section if you are interested in becoming a CID pilot.**

**D1 - What would a CID structure add to your high street strategy? What would you want to achieve by piloting this approach and who would benefit? Please bear in mind that the focus of this initial funding is for development i.e. the work of thinking, planning and setting up your Community Improvement District. To help you focus your answer, please refer to the outcomes listed in the guidance in relation to the stage your partnership is currently at, your current strengths and weaknesses, and the development work you still need to do. Maximum 200 words**

Kilburn is home to a diverse community of residents, independent businesses, rooted organisations and other groups. A common concern for all is Kilburn High Road.

There are no Business Improvement Districts (BIDs) or formal governance structures that enable these partners to come together, share ideas and deliver joined up action at this time.

Initial scoping with potential partners has identified a number of active groups interested in improving their neighbourhood's centre, including the active Neighbourhood Forum. However, they feel physically 'scattered' and lack a central space to convene.

We know that developing a shared vision for Kilburn will require community partners to work together to scope participation model appropriate for Kilburn as 'one place'.

Whilst it should be scoped in Kilburn, an effective model could enable:

- Shared objectives
- Joining up of existing groups and openness to others
- Coordination of work
- Local ownership of projects
- Mechanisms through which to develop community-led projects (e.g. take on assets, develop social enterprises)

- Future funding bids (e.g. the Levelling Up Fund)

As we are at the early stages of scoping the partnership, the expertise and independent facilitation and expertise of Power to Change would add significant value. We are keen to support the partnership to involve an inclusive and representative group that reflects the broad range of voices in Kilburn.

Camden places great value on community-led change, as exemplified with Camden holding [the UK's first Citizens' Assembly in 2019](#). We hope to find the right model for Kilburn's centre.

**D2 – Please tell us about the organisations and local bodies which influence how your high street area is managed. For example local councils, Community Enterprise Zones or Business Improvement Districts and others. How would a Community Improvement District (CID) complement their activities? What gap would the CID fill? *Maximum 200 words***

Camden and Brent officers focused on transport, waste, parks and other areas are active in Kilburn. Both councils are developing a framework through which to coordinate work in Kilburn and support the creation of a vision for Kilburn's centre. This offers a foundation; but is only the start.

The Kilburn Neighbourhood Plan Forum (KNPF) is focused on several objectives, including preserving the heritage of the High Road and enhancing the experience of it. It would be imperative to explore synergy with the KNPF. And there are many other organisations, businesses and institutions whose work connects with the High Road. Any the numerous estate-based residents groups are passionate about their centre.

Kilburn is currently devoid of an inclusive structure that knits these elements together. There are no BIDs or CEZs in the area or any other structure focused on the centre. As a consequence, businesses, organisations and institutions have no mechanism through which to connect; the collaboration required to enable action – whether focused on arts, greening or skills - is difficult to facilitate.

We want an inclusive partnership model that ensures local voices steer the Kilburn cross-borough strategy process – and provides scope to make things happen, with support, along the way.

**D3 – Please tell us about the existing partnerships – e.g. with residents, the voluntary and community sector, businesses, and local government - that will support the development of a CID. To what extent are they formalised? Where the partnerships you need are not yet in place, please explain how you would build them, to involve a diverse range of stakeholders in your Community Improvement District pilot.**

**For this question you may cross refer to the answer you provided to question B1, about your partnership. *Maximum 200 words***

Whilst we are in contact with a range of partners, the 'partnership' is not yet formalised. We see the CID pilot as an opportunity to scope, test and 'formalise' a partnership.

Further discussion with partners would provide an opportunity to clearly outline the CID principles and better understand their hopes and aspirations, synergies with their existing work and ways to make the work inclusive to all.

Camden and Brent will also be working together to connect with businesses in the coming months – this is an opportunity to get a sense of their views on the best way to give voice to businesses through any CID.

At the same time, we recognise there are many people with fresh perspectives and valuable skills across Kilburn. We could therefore organise a drop ins in Kilburn where interested people could learn more about the work and share reflections and ideas. Sharing accessible and lively resources via our networks and comms channels to raise awareness and inform people of the opportunity would be key.

Crucially, we would want to encourage involvement from a group representative of Kilburn's population to ensure that the CID model and resulting action plan genuinely reflects local needs and aspirations.

**D4 – Have you considered potential sources of income that might sustain the activities of the CID in the future? *Maximum 200 words***

Whilst we are aware of some of the indicative models for potential sources of income to sustain the activities of a CID, further exploration would be required as part of the process with partner organisations and Power to Change. We outline some early thinking here.

One potential avenue could be to identify what a CID could achieve beyond 'high street improvement work'. For example, encouraging local participation and volunteering, peer-to-peer support, commercial trading, supporter subscriptions, service agreements or contracts with local authorities and grants, getting people active in events in Kilburn. If a CID could run such programmes and activities, then it might attract external funding.

Another potential source of income would be for a CID to become a social enterprise and generate income through events and services. Funding raised through the CID collection could be 100% ring-fenced and reinvested to address local challenges.

Camden and Brent could support any CID in developing projects that could generate income – for example through Community Improvement Levy funds or other funding streams, such as Spacehive.

**E - Supporting documents**

Please list all documents which you are submitting as part of the application. Please use short and clear file names for your documents.

Supporting document	
Camden Future High Streets Prospectus	
Kilburn Snapshot document	
Letter of support from Brent Council	

DRAFT

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 14 October 2021 10:49  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: GLA | Camden | Kilburn catch up

Hi [REDACTED]  
Get well soon (and sorry to be firing emails over to you whilst you're unwell). So many colleagues feeling unwell this week...  
Thanks for the guidance – appreciated as ever.  
All the best,  
[REDACTED]

[REDACTED]  
Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 14 October 2021 10:47  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** Re: GLA | Camden | Kilburn catch up

[EXTERNAL EMAIL] Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]  
No problem sharing the guidance. Apologies I'm off sick at the moment but I did check  
In with my colleague Olivia re CIDs and she said to that speaking to Power to change is the best way to get clarification/support with any questions you might have  
Get [Outlook for iOS](#)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** Thursday, October 14, 2021 10:40:43 AM  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: GLA | Camden | Kilburn catch up

Hi [REDACTED]  
Hope you are well and having a good week!  
Quick update – we're still agreeing one or two things with [REDACTED] of Life in Kilburn.  
I hope to get the final version over to you ASAP. I can't apologise enough for the delay.

I did just want to ask – can we share the CID guidance with our local partners? Keen for them to have the information up front, though can summarise it if you'd rather we didn't ping the attached around!

Thanks,

■■■■

■■■■ ■■■■

Principal Planner

Telephone: 020 7974 ■■■■



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** ■■■■ ■■■■

**Sent:** 08 October 2021 10:37

**To:** ■■■■ ■■■■ <■■■■@london.gov.uk>

**Cc:** ■■■■ ■■■■ <■■■■@camden.gov.uk>; ■■■■ ■■■■

<■■■■@camden.gov.uk>

**Subject:** RE: GLA | Camden | Kilburn catch up

Hi ■■■■

Look forward to checking in shortly.

In advance, please find attached our draft Stage 2 funding agreement document.

Please accept my apologies for the delay in getting this to you. We want it to be reflective of the aims of all within our Stage 2 group. It does remain draft, though I'm hopeful it won't change too dramatically. We will get the final, signed version over ASAP.

See you shortly.

Thanks,

■■■■

■■■■ ■■■■

Principal Planner

Telephone: 020 7974 ■■■■



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** ■■■■ ■■■■ <■■■■@london.gov.uk>

**Sent:** 06 October 2021 15:04

**To:** ■■■■ ■■■■ <■■■■@camden.gov.uk>

**Cc:** ■■■■ ■■■■ <■■■■@camden.gov.uk>; ■■■■ ■■■■

<■■■■@camden.gov.uk>

**Subject:** RE: GLA | Camden | Kilburn catch up

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]

Shall we say 11.30am on Friday?

Are you able to send across the draft contract ahead of that meeting? My colleague [REDACTED] [REDACTED] from the night time team will also attend.

Many thanks

[REDACTED]  
[REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY**  
City Hall, The Queen's Walk, London SE1 2AA  
**DD: 020 7084 [REDACTED] Mobile: [REDACTED]**  
**[london.gov.uk](http://london.gov.uk)**

[REDACTED] [london.gov.uk](http://london.gov.uk)

---

**From:** [REDACTED] [REDACTED] <[REDACTED] [camden.gov.uk](http://camden.gov.uk)>

**Sent:** 05 October 2021 09:17

**To:** [REDACTED] [REDACTED] <[REDACTED] [london.gov.uk](http://london.gov.uk)>

**Cc:** [REDACTED] [REDACTED] <[REDACTED] [camden.gov.uk](http://camden.gov.uk)>; [REDACTED] [REDACTED]  
<[REDACTED] [camden.gov.uk](http://camden.gov.uk)>

**Subject:** RE: GLA | Camden | Kilburn catch up

Hi [REDACTED]

Thanks for your email.

Apologies for the delay in sending across the contract. We're agreeing the final milestones with Life in Kilburn – noted your need to have the grant document ASAP this week and I really do apologise for not getting it over much sooner.

Yes, a meeting would be brilliant – we were wondering the same.

Any time on Friday would work. Alternatively, 4:30 on Thursday works too.

If none of those work, we can of course revisit the diaries.

Thanks

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] [REDACTED] <[REDACTED] [london.gov.uk](http://london.gov.uk)>

**Sent:** 05 October 2021 09:03

**To:** [REDACTED] [REDACTED] <[REDACTED] [camden.gov.uk](http://camden.gov.uk)>

**Cc:** [REDACTED] [REDACTED] <[REDACTED] [camden.gov.uk](http://camden.gov.uk)>

**Subject:** RE: GLA | Camden | Kilburn catch up

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED] and [REDACTED]

Just checking in on a couple of things.

Do you think it is worth having a project meeting ahead of the submission date later this month? My colleague in the Night Time team is keen to join and feed back on any NTEZ elements. Perhaps we could find some time towards the end of the week?

I also need to get the contract processed this week. Do you have a final copy you can send across?

Thanks

[REDACTED]  
[REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]  
london.gov.uk**

[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 29 September 2021 16:40  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: GLA | Camden | Kilburn catch up

Hi [REDACTED]

Hope you're well and enjoying the sunshine.

Sorry to be annoying...

Are you able to advise on the below, please?

We're keen to get writing our bid, but wanted to check with you first before we really press on with it!

Have a good evening.

Thanks,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED]  
**Sent:** 24 September 2021 15:44  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>

**Subject:** RE: GLA | Camden | Kilburn catch up

Hi [REDACTED]

Thanks so much for your time yesterday – incredibly helpful.

Around 5 mins after, we recalled a couple of things we'd forgotten to ask! Hopefully quick ones...

Is the GLA anticipating that the bid comes from Camden? We plan to bring others into producing the bid, of course, but anticipate we'd lead on the basis of capacity and broad expertise. Any thoughts you have on that would be much appreciated.

Also, and this may be one for Power to Change, would we be correct in seeing the bid for CID funding as an opportunity to scope a CID and find the right way to develop a partnership that's right for Kilburn? (i.e. starting from scratch with scoping rather than 'we're doing a CID and this is how it'll look'). We'll have discussed a CID with some partners by the time we submit a bid, but are unlikely to have scoped it as fully as we'd like...

Thanks for all your help – and enjoy the weekend.

All the best,

[REDACTED]

[REDACTED]

[REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>

**Sent:** 22 September 2021 14:29

**To:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>

**Subject:** RE: GLA | Camden | Kilburn catch up

[EXTERNAL EMAIL] Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi both,

Is there any chance we can push this meeting back to 3.30? No problem if not.

Thanks

[REDACTED]

[REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development**

**GREATERLONDONAUTHORITY**

City Hall, The Queen's Walk, London SE1 2AA

**DD:** 020 7084 [REDACTED] **Mobile:** [REDACTED]

**london.gov.uk**

[REDACTED] [london.gov.uk](https://www.london.gov.uk)

-----Original Appointment-----

**From:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 15 September 2021 15:21

**To:** [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

**Subject:** GLA | Camden | Kilburn catch up

**When:** 22 September 2021 15:00-16:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** Microsoft Teams Meeting

---

Microsoft Teams meeting



Principal Planner: High Streets  
London Borough of Camden  
5 Pancras Square  
London  
N1C 4AG

**Department: Regeneration**

**Our ref: XX1/6**

**Date: 24/08/2021**

Dear [REDACTED]

**Grant Funding in respect of Kilburn High Road (the "Project")**

I am pleased to confirm that **THE GREATER LONDON AUTHORITY** whose principal offices are at City Hall, The Queen's Walk, London, SE1 2AA (the "Authority" or the "GLA") has agreed to grant the London Borough of Camden whose registered office is at the address shown above ("You/Your"), Twenty Thousand pounds sterling (£20,000) ("the Funding") towards the cost of the Project (the "Funding").

The Funding is granted by the GLA to meet the objectives set out in Appendix 1 to this letter (the "Objectives") subject to the following terms and conditions:

1. The Funding must be used exclusively for meeting the Objectives and for no other purpose and must be applied in accordance with the provisions of Appendix 1. In the event that You wish to utilise the Funding in different proportions from those set out in Appendix 1 You must obtain prior written consent from the GLA.
2. Subject to Your compliance with all of the provisions of this letter, the GLA shall, within 30 days of receipt of valid funding claims (to be made in accordance with the timetable set out at Appendix 1 ("Project Summary") and accompanied by a written report detailing Your progress in relation to meeting the Objectives set out in Appendix 3 ("Progress Update and Claim Form") and any other information the GLA may require), pay You sums in respect of such claims provided that they shall not exceed twenty pounds sterling (£20,000) in aggregate. Where, at any point in the opinion of the GLA, satisfactory progress has not been made by You in meeting Your obligations or You are in breach of Your obligations as set out in this letter and appendices to it, the GLA shall be entitled to reduce, suspend, withhold and/or require re-payment of the Funding. The provision of the Funding amounts to a conditional gift and is therefore not subject to VAT. If, at any time, however, it is held to be subject to VAT, then You agree and acknowledge that the Funding shall have included any and all applicable VAT.
3. You must ensure that the requirements set out in this letter, and in any clarification or guidance issued from time to time by the GLA, are complied with. In particular You shall:

- a) agree in writing in advance with the Authority any changes to any of the Objectives;
  - b) establish, implement and utilise effective monitoring and financial systems, so that as a minimum the costs funded by the Funding can be clearly identified and the propriety and regularity of all payments and handling of the Funding are ensured;
  - c) notify the GLA of the monitoring and financial systems in place, and comply with the GLA's reasonable requirements for these systems;
  - d) notify the GLA immediately if any financial irregularity in the use of the Funding is suspected, and indicate the steps being taken in response. Irregularity includes (but is not limited to) any fraud, impropriety, mismanagement or use of the Funding for anything other than approved in this letter and appendices to it;
  - e) notify the GLA immediately if any other financial irregularity is suspected, and indicate the steps being taken in response;
  - f) notify the GLA immediately if You are Insolvent (as defined at Clause 17 below), or have no reasonable prospect of avoiding Insolvency in the future;
  - g) keep a record of all expenditure incurred in meeting the Objectives together with full supporting evidence and Additional Funding (as defined at Clause 13 below) received, and You shall deliver to the GLA a report setting out a detailed analysis of how the Funding has been spent, with such report to be approved by the Authority within 30 days of its receipt. 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 date of this letter;
  - h) make all relevant documents available and provide access at any time for:
    - i) inspection visits and scrutiny of files by GLA or anyone nominated by the GLA and
    - ii) an external audit and review of the Objectives and of financial appraisal and monitoring systems.
4. You must ensure that, where appropriate, publicity is given to the fact that the GLA is financially supporting You in the Project and the Objectives. You must comply with any guidance on publicity given by the GLA and all publicity referring to the GLA, the Mayor of London and/or any third party partner or sponsor of the GLA shall be subject to the prior approval of the GLA.
5. You must ensure that the GLA's logos (as set out in Appendix 2) are used in any marketing activities undertaken in respect of the Project, including all fliers and posters. You should also incorporate the GLA's logos into the credits of each film that is produced as part of the Project. You must also ensure that You use such other logos specified by the GLA in marketing the Project and incorporate the same into the credits of each film that is produced as part of the Project.

6. In acknowledging the GLA's grant of the Funding, You must comply with any guidance on publicity provided by the GLA in respect of the use of the GLA logos and/or any logos of any third party partner or sponsor of the GLA and ensure that any use of the GLA logo or any third party partner or sponsor of the GLA is approved by the GLA in writing in advance of its use.
7. You must not do anything that may (in the opinion of the GLA) place the GLA, its third party partners and/or sponsors in disrepute or harm the GLA's reputation and/or that of third party partner or sponsor of the GLA.
8. You will be liable for and indemnify and keep indemnified the GLA against any loss or damage incurred and any injury (including death), suffered and all actions, costs, demands, proceedings, damages, charges and expenses whatsoever arising in connection with the management (including financial management) and carrying out of the Project and the Objectives to the extent that such actions, costs, demands, proceedings, damages, charges and expenses are due to Your negligence or default in carrying out the obligations as set out in this letter and appendices to it.
9. The GLA may at its sole discretion terminate this Agreement at any time whether for breach or convenience by giving two weeks' written notice and in the event of such termination the GLA shall not be obligated to make any further payments of the Funding.
10. You must ensure that You maintain in force policies of insurance with an insurance company of long-standing and good repute in respect of public liability and such other insurance as may be required in order to comply with Your obligations set out in this letter and appendices to it.
11. You must ensure that Your organisation and anyone acting on Your behalf:
  - a) complies with all laws for the time being in force in England and Wales; and
  - b) without prejudice and in addition to Clause 11a:
    - i) comply with all relevant enactments in force from time to time relating to discrimination in employment and the promotion of equal opportunities;
    - ii) acknowledge that the GLA is under a duty under section 149 of the Equality Act 2010 to demonstrate it has paid due regard to the need to:
      - 1) eliminate unlawful discrimination and harassment;
      - 2) advance equality of opportunity between groups who share protected characteristics (including include: age, race, gender, disability, religion or belief, sexual orientation, gender reassignment) and those that do not, in particular, minimise disadvantage suffered by such groups; taking steps to meet the needs of such groups that are different from the needs of others; encouraging such groups to participate in activity in which their participation is disproportionately low; and
      - 3) foster good relations between people who share a protected characteristic and those that do not,

and in undertaking any activity concerning the Project, assist and cooperate with the GLA where possible in satisfying this duty;

c) assist and co-operate with the GLA where possible in respect of the GLA's compliance with its duties under Clause 11b(ii);

d) (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 You, 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, 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, Directive (EU) 2016/680 (the Law Enforcement Directive) and the Privacy and Electronic Communications (EC Directive) Regulations 2003) concerning such children and vulnerable persons in relation as part of the Project;

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; and

e) shall ensure that Your employees, contractors, servants, agents and/or sub-contractors undertake the Project and comply with Your obligations under this letter of agreement in manner which enables the GLA to comply fully with its duties under Part 5 of the Counter-Terrorism and Security Act 2015 and which sets out a duty for specified authorities (and their grant recipients) to have due regard to the need to prevent people from being drawn into terrorism.

12. For the avoidance of doubt both the GLA and You acknowledge and agree that Your Project costs exceed the Funding and that the GLA shall not provide any additional funding and shall not be liable for any sums in excess of the Funding provided under this letter of agreement.

13. You shall use Your best endeavours to secure satisfactory funding from other sources to meet Your Project costs ("Additional Funding") and keep a record of Your activities to raise such additional funding. Records of all additional funding You secure, expenditure You incur, and purposes to which additional funding is put shall, if requested, be provided to the GLA.

14. The GLA may at its absolute discretion reduce, suspend or withhold the GLA Funding, or require all or part of the GLA Funding to be repaid if:

a) You fail to deliver the Project or meet the Objectives and/or the delivery of the Project is reasonably adjudged by the GLA to be unsatisfactory;

b) there is a substantial change to the Project or the Objectives which the GLA has not approved, or any attempt is made to transfer or assign any rights, interests

or obligations created under this letter of agreement or substitute any person in respect of any such rights, interests or obligations, without the prior consent in writing of the GLA;

- c) 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 GLA reasonably considers to be material;
  - d) You fail to comply with any of the terms and conditions set out in this letter of agreement;
  - e) Your composition, ownership or control changes, or You become Insolvent or are dissolved in any way;
  - f) any other circumstances significantly affect Your ability to deliver the Project and/or meet the Objectives or result in or are in the reasonable opinion of the GLA likely to lead to the Project and/or the meeting of the Objectives as approved not being completed;
  - g) any of the events referred to in Clauses 3d, e or f occur;
  - h) insufficient measures are taken by You to investigate and resolve any financial irregularity or the GLA reasonably concludes the Funding is at risk of being misapplied; and/or
  - i) there are any other reasons why in the reasonable opinion of the GLA the Project is being carried out in such a way as to conflict with the objectives of the GLA or bring the GLA into disrepute.
15. You shall notify the GLA immediately and provide the GLA with a full written explanation, if any of the circumstances in Clause 14 above arise.
16. If the GLA becomes entitled to exercise its rights under Clause 14 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 GLA's rights under Clause 14, or to exercise them only partially or to delay in exercising them, may be made on conditions which will be notified to You provided always that any such decision by the GLA 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.
17. "Insolvent" means:
- a) where You are an individual (or if more than one individual than any one of them):
    - i) the subject of a bankruptcy petition;
    - ii) 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;

iii) enters into any composition, moratorium or other arrangement with Your 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

b) where You are a body corporate (or if more than one body corporate than any one of them):

i) 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 Your directors resolve to make such a proposal;

ii) 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 Your directors resolve to present such a petition;

iii) a receiver (including a receiver under section 101 of the Law of Property Act 1925 or manager or administrative receiver of Your property (or part of it) is appointed;

iv) a resolution for Your voluntary winding up is passed under Part IV of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or a meeting of Your creditors is called for the purpose of considering that You 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);

v) a petition for Your 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 You be wound up;

vi) an application is made under section 895 of the Companies Act 2006 or a proposal is made which could result in such an application;

vii) entry into or a proposal to enter into any arrangement, moratorium or composition (other than any referred to above) with Your creditors; or

viii) Your dissolution or removal from the Register of Companies or Your ceasing to exist (whether or not capable of reinstatement or reconstruction).

18. For the purposes of Clause 19:

a) **“Agreement Information”** means (i) this letter of Agreement in its entirety (including from time to time agreed changes to the letter of Agreement) and (ii) data extracted from the claims made under this letter of Agreement which shall consist of Your name, the expenditure account code, the expenditure account code description, the document number, the clearing date and the claim amount; and

- b) **“Transparency Commitment”** means the GLA’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.

19. You acknowledge and agree that the GLA:

- a) is subject to the Transparency Commitment and accordingly, and hereby give Your consent for the GLA 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 GLA may take account of the exemptions/exceptions that would be available in relation to information requested under the Freedom of Information Act 2000. The GLA may in its absolute discretion consult with You regarding any redactions to the Agreement Information to be published pursuant to this Clause 19. The GLA shall make the final decision regarding publication and/or redaction of the Agreement Information.

Please acknowledge acceptance of the terms and conditions of this letter by signing and returning the enclosed duplicate.

Yours sincerely

**Louise Duggan**

Interim Head of Regeneration  
Good Growth

For and on behalf of the Greater London Authority

Signed on behalf of London Borough of Camden to accept the terms and conditions of this letter in relation to the GLA providing the Funding.

Signature:

Print Name:

Position:

Date:

Date:



## APPENDIX 1

### Project Summary

#### Context

The GLA's High Streets for All Challenge aims to inspire the creation of dynamic partnerships across London to unlock the potential of local communities to generate ideas and drive change within high streets.

After carefully assessing all the proposals in partnership with the GLA, Kilburn was selected as the priority area to progress to the next round. The next stage involves the London Borough of Camden working with the organisations that submitted proposals for the area, Life in Kilburn and Transport for London (TfL), to develop innovative interventions, and working to broaden the partnership with residents, community organisations and businesses in the area around a vision for improvements.

This work is linked in with Camden's Future High Streets Programme which aims to support the borough's high streets through the covid-19 pandemic and into a robust and reimagined future. The over-arching vision for the future of Camden's high streets is set out in the [Camden Future High Street's Prospectus](#). Through the programme and the challenge fund there is the opportunity to explore new ways of unlocking the potential of local partnerships in high streets and we are actively testing new approaches in high streets across the borough.

Kilburn's primary high street is Kilburn High Road, a street that forms part of the A5, a busy strategic route. Kilburn High Road is designated a major centre within the London Plan 2021 and is Camden's second largest town centre. The centre is managed by two local authorities; Brent and Camden.

Initial scoping with partners, and an existing body of evidence from council and other research, suggests a number of challenges and opportunities within Kilburn:

Priority theme	Challenges
Community & economy:	Prominent buildings not in active use – e.g. Gaumont State Building Lack of workspace Dominance of retail and hospitality – a desire for a greater mix
Diverse uses:	High proportion of betting shops High proportion of takeaways
Sustainable & Accessible:	Congestion and pollution Narrow pavements in places Busy road unsafe for cyclists
Inviting public realm:	Tired street market Untidy pavements Tired and unclean public realm Graffiti (e.g. shop shutters)
Opportunities	

Community & economy:	Good Work Camden's Kilburn Job Hub / Rebel Business School Market Enterprise Project ARG funding for business support Digital high streets project
Diverse uses:	Vacant units in Kilburn High Road TfL Kilburn Railway Arches project Potential to sensitively bring exciting temporary uses to Kilburn Grange Park
Sustainable & Accessible:	TfL-funded schemes – incl. Kilburn High Road improvements scheme Dockless bike hire / cycle parking Greening potential Improved access for Disabled people – e.g. ramps, toilets
Inviting public realm:	Life in Kilburn community market project Kilburn Grange Park masterplan Streataries (i.e. Palmerston Road) Street art (incl. murals)

The two projects respond to specific local challenges and opportunities – enabling us to address challenges now to ensure that people see change, whilst also setting the foundations of a partnership to drive more transformational change.

Local organisation Life in Kilburn has identified the potential to create a community market in an under-utilised space that links Kilburn High Road and Kilburn Grange Park. A second proposal, from TfL, seeks to maximise resident involvement and public value from a planned scheme to transform a significant number of railway arches that neighbour Kilburn Underground Station, creating a new street that enhances the sense of arrival into the neighbourhood and introduces diverse new uses too.

### **Our objectives are to:**

- Work together to further define both projects
- Create an evidence base that serves to inform the work and act as a baseline to understand impact in Kilburn for people and place
- Better understand the local partners within Kilburn and have initial conversations with them
- Bring together Camden and Brent officers to highlight the opportunities in Kilburn and ensure they are well-placed to support future work
- Sketch out the approach to developing a high street strategy for Kilburn and outline early thinking on key aspects and potential interventions that the strategy could guide based on work done to date and good practice elsewhere

The GLA's High Streets For All Challenge will act as a catalyst and enable us to develop a strategic approach to Kilburn Town Centre and the action taken there. The aim is that this will be developed with local people; residents, business owners, local organisations and institutions – shifting the approach from one led by consultation to an approach led by a local partnership.

The next section discusses the two projects in more detail.

## **The projects being developed**

### **a. Life in Kilburn community market**

Life in Kilburn propose to establish a local network of partners to give voice to local concerns and create a space within which challenges can be discussed and addressed – and “show they that their involvement and effort can bring about change”.

Whilst the partnership is still in development, it is anticipated that a number of energetic and experienced local partners will be convened, including:

- Local resident groups
- Community organisations – e.g. Sidings Community Centre, Abbey Community Centre, Kilburn Older Voices Exchange
- Local businesses
- Local people not connected with organisations but keen to get involved
- Local schools

The proposed community market will activate an underutilised street within Kilburn and enhance the route that connects Kilburn High Road and Kilburn Grange Park, providing opportunities for social interaction, entrepreneurship and the promotion of Kilburn’s rich variety of social and cultural assets.

The co-design of the community market will be the first focus of the local partnership, using the project as an opportunity to show that local participation can make change happen locally. The local partnership will then work to identify further local challenges and work collectively to address them. The network could then develop and shape other projects – for example:

- Identifying vacant assets that could provide space for new initiatives – e.g. showcasing local artists, hosting repair workshops, etc.
- Encouraging existing local organisations and their exciting activities into the high street
- Providing opportunities for young people in and around Kilburn
- Creating pocket parks in underutilised spaces – e.g. Palmerston Road
- Co-designing public realm improvements with Camden and other partners

Once key priorities are identified, Life in Kilburn propose that the network be sub-divided into working groups focused on specific challenges and/or opportunities.

Enabling change and responding to the work of Life in Kilburn, will be a small group of Camden officers. This includes officers from Transport, Environment Services, Street Markets, Arts & Culture and other services. This support will initially focus on supporting the design and development of the proposed community market.

### **b. Transport for London Kilburn Railway Arches scheme:**

TfL own and manage a significant number of railway arches neighbouring Kilburn Station. TfL, who own 2/3 of the arches, has a vision for a 'community-driven social hub at the northern entrance to one of London's major town centres', creating a new street that will connect with and contribute to Kilburn High Road'. This is a scheme that TfL is proposing to take forward anyway; though the High Streets For All Challenge provides an opportunity to enhance the approach to community involvement in shaping the proposed scheme in Kilburn and what is ultimately delivered.

TfL has appointed a design team to respond to a brief that sets out a range of initial principles, including:

- Creating a warm welcome to Kilburn
- Enhancing wayfinding to better connect the arches with Kilburn High Road
- Ensuring the arches actively contribute to Kilburn's life
- Amplifying the character of the historic arches
- Identifying ways to contribute to a circular economy approach
- Curating a range of uses that respond to local priorities – this *could* include:
  - Convenience retail
  - Specialist retail
  - Co-maker space
  - Community uses
- Ensuring the spaces are flexible, both to maximise impact during the day and in the evening and in terms of adaptability to longer-term trends
- Being community-led and setting a new precedent in doing so

TfL will work closely with Camden and Brent and local people in Kilburn to shape the Kilburn Railway Arches project, but also wider work to bring about renewal in Kilburn High Road and surrounding areas.

The GLA High Streets for All Challenge is an opportunity to unlock the knowledge, creativity and experience of local people. With that in mind, the next steps include:

- Bringing a vacant space within the arches into use as a community hub, to provide space to enable local involvement in shaping TfL's proposals
- Creating a community channel to provide an ongoing means of promoting opportunities for involvement and sharing views and ideas (format tbc)
- Organising skill sharing workshops to provide local people with new skills – including skills that could be put to use to create high street impact

## **Design**

Camden Council has an in-house urban design team that will be working with the High Streets team on this work.

Where any external commissioning is considered to be necessary, Camden will work with the GLA to identify the most appropriate partners to approach and follow the procurement approach required by the GLA.

## Resources

The following people will contribute to developing the proposals – and early thinking on a wider strategy – ahead of our submission:

Camden (core)	
	Principal Planner
	Senior Planner
	Placeshaping Manager
	Senior Urban Designer
Camden (advisory)	
Mike Candler, Arts	
Debbie Carpenter, Street Markets	
Nicky Ezer, Events	
	Parkes, Air Quality
	Palmer, Kilburn Job Hub
Elizabeth Beaumont, Planning (Enforcement)	
Katie Dickson, Transport	
Andrew Hinchley, Parks	
	Mardell, Parking
Life in Kilburn	
	co-founder of Life in Kilburn
Prospective partners for Life in Kilburn Network – all tbc	
TfL	
Jo Fisher, Senior Property Manager	
	Design & Quality Team Lead

## Expenditure breakdown

**Estimated** initial spend (revenue):

Activity	Amount
Scoping the development of a community market with Life in Kilburn – including a pilot and evaluation of the project	£20,000
Total	£20,000

As the work develops, a more detailed costs will be identified with the projects and discussed with the GLA.

## Risks

Risk	Mitigation
That local people do not want to get involved in	- Identify a range of ways in which local people can get involved in the work to ensure accessibility

Potential for 'consultation fatigue'	<ul style="list-style-type: none"> <li>- Action focused approach, favouring test and learn based on recent engagement rather than traditional 'consult and plan' approach</li> </ul>
Complications created by administrative complexity – i.e. Kilburn being in both Brent and Camden	<ul style="list-style-type: none"> <li>- Regular check ins between relevant officers</li> <li>- Commitment to sharing evidence and insights</li> <li>- Plans to coordinate work to avoid duplication and maximise value for local people</li> </ul>
Lack of interest in participating in Kilburn High Streets Partnership	<ul style="list-style-type: none"> <li>- Co-design partnership with local partners from the outset</li> <li>- Ensure partnership is accessible / open to all</li> <li>- Clearly articulate the purpose of the partnership</li> <li>- Understand what partners' ambitions are and ensure approach responds</li> </ul>
Lack of capacity within Camden Council to support the work	<ul style="list-style-type: none"> <li>- Increased investment in High Streets team</li> <li>- Principal Planner focused on Kilburn, with support from Senior Planner and others</li> </ul>
Lack of capacity within Life in Kilburn	<ul style="list-style-type: none"> <li>- Continue conversations with local partners</li> <li>- Bring them into the community market project</li> </ul>
Lack of preparedness to progress to delivery phase	<ul style="list-style-type: none"> <li>- Continuing to build the capacity of Camden's High Streets team</li> <li>- Convening Kilburn Working Group focused on Kilburn to keep relevant colleagues updated and discuss potential future work</li> <li>- Ongoing support to Life in Kilburn and TfL to scope and develop projects</li> </ul>
Implications of covid-19 on work to scope projects and develop partnership	<ul style="list-style-type: none"> <li>- Default 'virtual' meetings to ensure accessibility, alongside in person meetings and visits wherever possible</li> </ul>

## Timetable

Between now and October 22<sup>nd</sup>, we will undertake a range of activities to develop and grow a local partnership in Kilburn, engage locally, build capacity, and co-design the spatial brief for a wider strategy for the street. This includes:

Milestone	Date	Details	Outputs
-----------	------	---------	---------

Organisational development support for Life in Kilburn	Starts August 2021 and ongoing	Package of organisational development support for Life in Kilburn – initially advice from Social Enterprise UK and Voluntary Action Camden. Potential for further support as the project develops – e.g.	Legal entity Notes from sessions
	Starts October 2021	Develop an options appraisal for operational models for the community market	Appraisal of operational models for community market
TfL Kilburn Railway Arches project	Autumn 2021	Work collaboratively across the project as it develops	Summary of potential interventions and projects
Camden's wider strategy and partnership building	Ongoing	Build on current work to scope challenges and opportunities in Kilburn and continue to connect with local partners in the neighbourhood	Potential models of participation
Scoping the community market pilot	Autumn 2021	Convening a Community Market Pilot Working Group to discuss the work to do to organise the test day in December 2021, scope the plan and enable (e.g. permissions)	Costed plan for test community market in December 2021
	Autumn 2021	Develop project plan for community market pilot– <ul style="list-style-type: none"> <li>• The tasks/ outputs</li> <li>• Permissions/ agreements required</li> <li>• Resource requirements and costs</li> <li>• Timescale</li> </ul>	Costed plan for test community market
	Autumn/ Winter 2021	Work to create a communications and promotion plan and implementation'	Marketing materials
	Autumn/ winter 2021	Identify ways in which TfL's planned work can support the development and delivery of a community market in Kilburn at the test phase and in future	Section within costed community market plan

<p><b><i>Subject to satisfactory scoping/ feasibility:</i></b></p> <p>Community market pilot (i.e. to a test day/ weekend Christmas market and more substantial trial in the spring 2022)</p>	<p>Test day: December 2021</p> <p>Trial: Spring 2022</p>	<p>Spend time in Kilburn to test a community market and learn from the experience through data collection</p>	<p>Summary of test community market in December 2021, including evaluation</p>
<p>Collect and analyse data on community market pilot</p>	<p>Early/ spring 2022</p>	<p>Ensure the impact of the pilot is captured through data collection and a related evaluation</p>	<p>Summary report to inform future approach</p>
<p>Updated costing plan for community market</p>	<p>tbc</p>	<p>Following the test community market and its evaluation, a refreshed community market plan to inform the ongoing delivery of the community market</p>	<p>Updated costing community market plan</p>
<p>Develop business case for sustainable community market</p>	<p>tbc</p>	<p>Using the data collected and support generated in Kilburn, develop a business case that enables the sustainable development of the community</p>	<p>Business case</p>
<p>Scoping the Life in Kilburn Network</p>	<p>tbc</p>	<p>Building on interest in the community market, work to bring other local organisations into the project to support its planning, management and delivery</p>	<p>Life in Kilburn partnership plan</p>

## Summary 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 above, organisations are also accepting the publication of the information** set out below (by GLA officers) and confirming its accuracy:

<b>The beneficiary is:</b>	<i>A voluntary and community sector organisation:</i> <input type="checkbox"/> <i>A social enterprise:</i> <input type="checkbox"/> <i>Other:</i> <input type="checkbox"/> <i>If "Other" please provide more detail .....</i>	
<b>The award of this grant was formally approved by:</b>	<i>MD/DD/ADD/DAR</i>	<i>number</i>
<b>The grant is awarded on:</b>	Click here to enter date of signature	
<b>The grant covers the following time period:</b>	<i>from DAY/MONTH/YEAR to DAY/MONTH/YEAR</i>	
<b>It is awarded by:</b>	<i>Relevant GLA team and directorate</i>	
<b>to:</b>	<i>Name of beneficiary</i>	
<b>Company or charity registration number:</b>	<i>Company number: _ _ _ _ _ _ _ _</i> <i>Charity number: _ _ _ _ _ _ _ _</i>	
<b>The grant is for a total of:</b>	<i>pounds</i>	
<b>Purpose of the grant:</b>	<i>Brief explanation</i>	

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

## High Streets for All Challenge

# Community Improvement District (CID) pilot

### Guidance for applicants

In conjunction with the High Streets for All Challenge funding, the GLA have partnered with [Power to Change](#) to invite up to two High Streets for All Challenge exemplar projects to pilot the development of Community Improvement Districts (CIDs).

### What is a Community Improvement District?

A CID aims to achieve greater involvement of communities in the oversight and revitalisation of its high street. A CID is a non-political and inclusive structure, open to residents, businesses and other local stakeholders, concerned with the economic, social and environmental improvement of their neighbourhoods.

### What Funding is available?

Up to £40,000 will be available to each pilot to access advice and expertise on how to establish a Community Improvement District. This funding will consist of up to £20,000 from the GLA as part of applications for the HSfA Challenge Stage 3 revenue funding, matched by up to £20,000 from Power to Change. Power to Change's funding will be managed by an independent facilitator who will be working with the successful exemplar projects rather than being granted directly to the partnerships.

### What the CID funding is for

This additional funding to support the development of a Community Improvement District can be used in a variety of ways, as led by the partnership, including:

- Facilitator time exploring the CID model with a range of stakeholders to ensure it is responsive to the local setting.
- Support for the partnership to develop CID related communications and engagement approach and materials.
- Legal expertise to explore the governance of the CID and how it overlaps with existing structures.
- Policy and governance expertise to explore how the CID will complement existing structures, such as BID's, CEZs and neighbourhood forums, and the range of ways the CID could be self-sustaining, including through a local levy.
- Support to explore other financial aspects of their CID model.

## Outcomes

At the end of the pilot we would expect that:

- CID pilot groups and their stakeholders are fully aware of the potential of the CID model, and where the CID would fit strategically in terms of partnerships with other organisations and their formal / informal plans.
- The group have selected their preferred CID model, and where appropriate have either become incorporated or signed off their partnership agreement / terms of reference.
- CID pilot groups are aware of the policy landscape including potential sources of funding for the CID.
- Community engagement of a wide range of stakeholders has taken place / is ongoing. A wide range of groups from the local community are aware of the work being done by the CID, and of the opportunities to become involved.
- A jointly-owned action plan has been adopted and is being implemented to establish a CID in each pilot place. This plan could include but is not limited to community engagement and communications, finances, capital works or schemes, events, arts / music / relationship building with community organisations and other partners etc.
- Financial Modelling for the CID has been carried out identifying key roles required, and potential revenue streams. Revenue Streams could include but are not limited to commercial trading, membership or supporter subscriptions, service agreements/contracts with local authorities and grants etc.
- Formal involvement of some local people and organisations in the CID group.

In order to indicate your interest in becoming a CID pilot, please respond to the supplementary questions in **Section D** of the HSfA Challenge Stage 3 application form.

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 12 October 2021 13:17  
**To:** Olivia Tusinski  
**Subject:** Fwd: GLA | Camden | Kilburn CID discussion

Hey Olivia,

Welcome back (i've definitely seen you're back right??). Are you up for having a quick chat with Camden about CIDs? Let Me know and I'll find some time in the diary.

[REDACTED]  
Get [Outlook for iOS](#)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** Tuesday, October 12, 2021 8:37:03 AM  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** GLA | Camden | Kilburn CID discussion

Morning [REDACTED]

Hope you week is going well so far.

It was great to meet with you again last week, lots of helpful pointers for [REDACTED] and I!

Following on from our conversation, would it still be possible for [REDACTED] and I to meet with your colleague Olivia to discuss the CID model this week?

Best wishes,

[REDACTED]  
Senior Planner

Telephone:



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 06 October 2021 15:04  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED]  
<[REDACTED]@camden.gov.uk>  
**Subject:** RE: GLA | Camden | Kilburn catch up

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]  
Shall we say 11.30am on Friday?

Are you able to send across the draft contract ahead of that meeting? My colleague [REDACTED] [REDACTED] from the night time team will also attend.

Many thanks

[REDACTED] [REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]  
london.gov.uk  
[REDACTED] [london.gov.uk](https://london.gov.uk)**

---

**From:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 05 October 2021 09:17

**To:** [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] [REDACTED]  
<[REDACTED]@camden.gov.uk>

**Subject:** RE: GLA | Camden | Kilburn catch up

Hi [REDACTED]

Thanks for your email.

Apologies for the delay in sending across the contract. We're agreeing the final milestones with Life in Kilburn – noted your need to have the grant document ASAP this week and I really do apologise for not getting it over much sooner.

Yes, a meeting would be brilliant – we were wondering the same.

Any time on Friday would work. Alternatively, 4:30 on Thursday works too.

If none of those work, we can of course revisit the diaries.

Thanks

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>

**Sent:** 05 October 2021 09:03

**To:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>

**Cc:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>

**Subject:** RE: GLA | Camden | Kilburn catch up

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED] and [REDACTED]

Just checking in on a couple of things.

Do you think it is worth having a project meeting ahead of the submission date later this month? My colleague in the Night Time team is keen to join and feed back on any NTEZ elements. Perhaps we could find some time towards the end of the week?

I also need to get the contract processed this week. Do you have a final copy you can send across?

Thanks

██████████  
██████████  
**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development**  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
**DD:** 020 7084 ██████████ **Mobile:** ██████████  
**london.gov.uk**

██████████ [london.gov.uk](https://london.gov.uk)

---

**From:** ██████████ <██████████@camden.gov.uk>  
**Sent:** 29 September 2021 16:40  
**To:** ██████████ <██████████@london.gov.uk>  
**Cc:** ██████████ <██████████@camden.gov.uk>  
**Subject:** RE: GLA | Camden | Kilburn catch up

Hi ██████████  
Hope you're well and enjoying the sunshine.  
Sorry to be annoying...  
Are you able to advise on the below, please?  
We're keen to get writing our bid, but wanted to check with you first before we really press on with it!  
Have a good evening.  
Thanks,

██████████  
Principal Planner

Telephone: 020 7974 ██████████



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** ██████████  
**Sent:** 24 September 2021 15:44  
**To:** ██████████ <██████████@london.gov.uk>  
**Cc:** ██████████ <██████████@camden.gov.uk>; ██████████  
<██████████@camden.gov.uk>  
**Subject:** RE: GLA | Camden | Kilburn catch up

Hi ██████████  
Thanks so much for your time yesterday – incredibly helpful.  
Around 5 mins after, we recalled a couple of things we'd forgotten to ask! Hopefully quick ones...  
Is the GLA anticipating that the bid comes from Camden? We plan to bring others into producing the bid, of course, but anticipate we'd lead on the basis of capacity and broad expertise. Any thoughts you have on that would be much appreciated.  
Also, and this may be one for Power to Change, would we be correct in seeing the bid for CID funding as an opportunity to scope a CID and find the right way to develop a partnership that's right for Kilburn? (i.e. starting from scratch with scoping rather than 'we're doing a CID and this is

how it'll look'). We'll have discussed a CID with some partners by the time we submit a bid, but are unlikely to have scoped it as fully as we'd like...

Thanks for all your help – and enjoy the weekend.

All the best,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>

**Sent:** 22 September 2021 14:29

**To:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>

**Subject:** RE: GLA | Camden | Kilburn catch up

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi both,

Is there any chance we can push this meeting back to 3.30? No problem if not.

Thanks

[REDACTED] [REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY**

City Hall, The Queen's Walk, London SE1 2AA

**DD:** 020 7084 [REDACTED] **Mobile:** [REDACTED]

**london.gov.uk**

[REDACTED] [london.gov.uk](https://www.london.gov.uk)

-----Original Appointment-----

**From:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 15 September 2021 15:21

**To:** [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

**Subject:** GLA | Camden | Kilburn catch up

**When:** 22 September 2021 15:00-16:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** Microsoft Teams Meeting

## Microsoft Teams meeting

**Join on your computer or mobile app**

[Click here to join the meeting](#)

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 29 September 2021 16:52  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: GLA | Camden | Kilburn catch up

Apologies [REDACTED] this got lost in my inbox!

Yes – we are anticipating that the bid will come from Camden.

I have provided details on the CID funding below - it is quite flexible in terms of the activities it can support. Power to Change will be able to talk through the fund with you and provide some advice on your application.

Will you be able to send across the draft funding agreement this week? It would be great to get this signed and get some funding over to you.

Thanks

[REDACTED]

CID funding

Power to Change and the GLA have made funding available, of up to £40,000 each, to support two groups to explore how more democratic forms of area governance – Community Improvement Districts - might respond to some of the challenges they're facing on their High Street.

Should you wish to explore this idea further and how it relates to your strategy, please do contact our partners at Power to Change at [nick.plumb@powertochange.org.uk](mailto:nick.plumb@powertochange.org.uk) or [Danielle.cohen@powertochange.org.uk](mailto:Danielle.cohen@powertochange.org.uk) who are on hand to discuss whether developing a CID can help you deliver on your goals.

The funding on offer could be used in a variety of ways, as led by the partnership, including:

- Facilitator time to explore the CID model with a range of stakeholders to ensure it is responsive to the local setting;
- Legal expertise to explore the governance of the CID and how it overlaps with existing structures;
- Policy expertise to explore the range of ways the CID could be financially self-sustaining, including through a local levy;
- Support for the partnership to develop communications materials – to engage residents during the development of the CID;
- Support exploring financial aspects of their model

[REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]  
[london.gov.uk](http://london.gov.uk)**

[REDACTED] [london.gov.uk](http://london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 29 September 2021 16:40  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: GLA | Camden | Kilburn catch up  
Hi [REDACTED]

Hope you're well and enjoying the sunshine.  
Sorry to be annoying...

[Remainder of email chain duplicates]

[REDACTED]

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 17 September 2021 12:04  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Stage 3 'Making it happen' October 2021 onwards

Hi [REDACTED]  
Thank you so much for speedy and helpful reply.  
It is likely that [REDACTED] and [REDACTED] received the above email, however both are on leave this week and returning Mon 20<sup>th</sup>, so I appreciate you sharing with me too for reference.  
Yes we are meeting Wednesday 3pm, and we can definitely discuss the development of workplan and funding agreement then. If we are in a position to share a draft before meeting we will definitely do so, thank you.  
Best wishes,

[REDACTED]  
Senior Planner

Telephone:



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 17 September 2021 11:59  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: Stage 3 'Making it happen' October 2021 onwards

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]  
I've attached the Stage 3 funding letter that was sent out earlier in the week. I can't see who it was sent to, so please let me know if Camden didn't receive it and I will raise it with my team.  
I think we have a meeting in the diary next week to discuss the development of your workplan/funding agreement. It would be good to have sight of that draft in advance so I can understand ahead of that meeting the types of resources that might be useful, and also whether to bring other GLA policy leads into that meeting.  
If you have something already that it would be useful for me to look at now please send it across. I would like to get the funding agreement signed and issued by Friday 24<sup>th</sup> September if at all possible.  
Many thanks,

[REDACTED]  
**Senior Project Officer, NW Area Team,**  
**Regeneration and Economic Development**  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA

DD: 020 7084 [REDACTED] Mobile: [REDACTED]

[london.gov.uk](https://www.london.gov.uk)

[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

From: [REDACTED] <[REDACTED]@camden.gov.uk>

Sent: 17 September 2021 11:48

To: [REDACTED] <[REDACTED]@london.gov.uk>

Cc: [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>

Subject: Stage 3 'Making it happen' October 2021 onwards

Hi [REDACTED]

Hope you are well and have had a good week!

My name is [REDACTED] and I have recently joined the high street team, supporting with [REDACTED] with Kilburn.

I am sorry if I have missed this to date but would it be possible to receive a template for the Stage 3 'Making it happen' bid format/ an useful resources we could view to support us to place the best case forward for our two projects.

Many thanks,

[REDACTED]

Senior Planner

Placeshaping and Economic Development

London Borough of Camden

Web: [camden.gov.uk](https://www.camden.gov.uk)

5 Pancras Square

London N1C 4AG

## High Streets for All Challenge

# Community Improvement District (CID) pilot

### Guidance for applicants

In conjunction with the High Streets for All Challenge funding, the GLA have partnered with [Power to Change](#) to invite up to two High Streets for All Challenge exemplar projects to pilot the development of Community Improvement Districts (CIDs).

### What is a Community Improvement District?

A CID aims to achieve greater involvement of communities in the oversight and revitalisation of its high street. A CID is a non-political and inclusive structure, open to residents, businesses and other local stakeholders, concerned with the economic, social and environmental improvement of their neighbourhoods.

### What Funding is available?

Up to £40,000 will be available to each pilot to access advice and expertise on how to establish a Community Improvement District. This funding will consist of up to £20,000 from the GLA as part of applications for the HSfA Challenge Stage 3 revenue funding, matched by up to £20,000 from Power to Change. Power to Change's funding will be managed by an independent facilitator who will be working with the successful exemplar projects rather than being granted directly to the partnerships.

### What the CID funding is for

This additional funding to support the development of a Community Improvement District can be used in a variety of ways, as led by the partnership, including:

- Facilitator time exploring the CID model with a range of stakeholders to ensure it is responsive to the local setting.
- Support for the partnership to develop CID related communications and engagement approach and materials.
- Legal expertise to explore the governance of the CID and how it overlaps with existing structures.
- Policy and governance expertise to explore how the CID will complement existing structures, such as BID's, CEZs and neighbourhood forums, and the range of ways the CID could be self-sustaining, including through a local levy.
- Support to explore other financial aspects of their CID model.

## Outcomes

At the end of the pilot we would expect that:

- CID pilot groups and their stakeholders are fully aware of the potential of the CID model, and where the CID would fit strategically in terms of partnerships with other organisations and their formal / informal plans.
- The group have selected their preferred CID model, and where appropriate have either become incorporated or signed off their partnership agreement / terms of reference.
- CID pilot groups are aware of the policy landscape including potential sources of funding for the CID.
- Community engagement of a wide range of stakeholders has taken place / is ongoing. A wide range of groups from the local community are aware of the work being done by the CID, and of the opportunities to become involved.
- A jointly-owned action plan has been adopted and is being implemented to establish a CID in each pilot place. This plan could include but is not limited to community engagement and communications, finances, capital works or schemes, events, arts / music / relationship building with community organisations and other partners etc.
- Financial Modelling for the CID has been carried out identifying key roles required, and potential revenue streams. Revenue Streams could include but are not limited to commercial trading, membership or supporter subscriptions, service agreements/contracts with local authorities and grants etc.
- Formal involvement of some local people and organisations in the CID group.

In order to indicate your interest in becoming a CID pilot, please respond to the supplementary questions in **Section D** of the HSfA Challenge Stage 3 application form.



power to  
**change**

business in  
community  
hands

## Putting Communities in the Lead of High Street Regeneration

July 2021

@peoplesbiz  
powertochange.org.uk



***Choosing the right legal structure is an important step in making an organisation sustainable, be it a cooperative, social enterprise, or community organisation.***

# What types of legal structure are there?

## **Unincorporated association / group**

An unincorporated group or association will have a set of rules, but is not registered with any governing body, is not a legal entity in its own right.

Suitable for small scale activities .....music events / fun days / lunch clubs / community clean ups / allotments societies

## **Incorporated organisations**

Consider incorporation if your organisation....

- Is likely to own land, buildings or investments or enter into leases
- Will have paid staff
- Will have long term financial commitments without adequate reserves or assets to cover them
- Will carry out activities or services which carry a financial risk

# Common Legal Forms for Community Organisations

- Company Ltd by Guarantee CLG (can include charitable status)
  - Community Interest Company (CIC)
  - Community Benefit Society (CBS)
  - Charitable Incorporated Organisation (CIO)
- 
- Depending on what your organisation wishes to do, different legal forms may be appropriate.

## Company Limited by Guarantee (can also be a charity)

- Administered by Companies House – regulations to follow, inc record keeping, annual accounts
- Fairly inexpensive and low admin to set up
- Each director guarantees a certain amount (usually £1) in the event of the company being wound up with debts
- Flexible form – can be adapted for use by many different constitutions e.g. co-operatives / third sector organisations
- Can have an asset lock.
- Registered charities tend to be companies limited by guarantee

# Charitable Incorporated Organisation (CIO)

- Most incorporated charities register as companies limited by guarantee (some are societies) so are regulated by both Companies House and the Charity Commission.
- A CIO is only regulated by one body - the Charity Commission, so requires just one annual return
- No cost for registration and simple processes for merger/wind up.
- Only allows charitable activity covered by charitable objects, so can be restrictive, BUT could set up a trading subsidiary to get around this.
- No public register of charges for CIO which may make lenders more cautious, since they are unable to check - e.g. if looking at an asset development and raising money from different funders, probably best not to go for a CIO.

# Community Interest Company (CIC)

- CICs are Limited Companies, so subject to company law and registered with Companies House.
- All CICs have an Asset Lock to a nominated beneficiary
- Must pass a 'Community Interest' test to register as a CIC + submit annual Community Interest report - [Overseen by the CIC Regulator](#)
- A CIC can be a company limited by shares / by guarantee – most are ltd by guarantee.
- Reasonably flexible form for most constitutional arrangements
- No requirement for stakeholders to be directly involved in the governance – so a CIC can be controlled by 1 or more individuals. A director can also be employed by the CIC that they founded
- Not eligible for charitable status
- Small or large membership - small membership includes just the director team (e.g. Onion Collective) / large CIC membership is wider community at large (e.g. Bristol Bike Project)

# Community Benefit Society (CBS)

- Societies are registered under the Co-operative and Community Benefit Societies Act 2014, administered by Financial Conduct Authority (annual fee of £60 – £460)
- Member benefit - CBS emphasises wider community benefit rather than the society's membership.
- One member, one vote – enshrined democracy and protection of members rights - all members must hold at least one share in the society
- Can raise capital through community shares return on capital must be limited.
- Asset Lock - optional
- If profits are to be shared out among the members, this must be done using an equitable formula (e.g. there is a dividend payment in some community energy projects)
- 'Model Rules' are available reducing registration costs.
- You can be a charitable CBS e.g. Laurieston Farm in Essex.

# What is Charitable Status?

- Charitable status is something additional to incorporation. It's a status - NOT a legal entity
- Overseen by the Charity Commission
- Charitable status can be given to organisations which benefit the public, or a section of it, by promoting certain charitable purposes (13) e.g. relief of poverty, advancement of education etc
- Some legal forms (e.g. community interest company / co-operatives) cannot be charities because they are designed to provide non-charitable benefits (e.g. benefit to shareholders / members)
- Advantages: Tax relief, wider access to grant funding, a lock on assets, a positive public image.
- Disadvantages: restrictions on activity including limitations on trading, unpaid board, cannot raise equity investment
- BUT Charities can set up a wholly owned trading subsidiary to pay back to its parent charity.

## Further support and information

- My Community website: [mycommunity.org.uk/governance](https://mycommunity.org.uk/governance)
- Simply Legal handbook: [www.uk.coop/resources/simply-legal](https://www.uk.coop/resources/simply-legal)
- Locality and Cooperatives UK provide bespoke professional advice and facilitated workshops etc on governance. Discounts for members.

# All the latest tools, tips and ideas to make your community an even better place to live.

Just tell us what you need and why. We'll give you trusted advice  
and resources from the best in the community sector:

“I need

governance and organisational structure support ▾



”



Type here to search



31°C



15:24

20/07/2021

# [www.uk.coop/resources/simply-legal](https://www.uk.coop/resources/simply-legal)

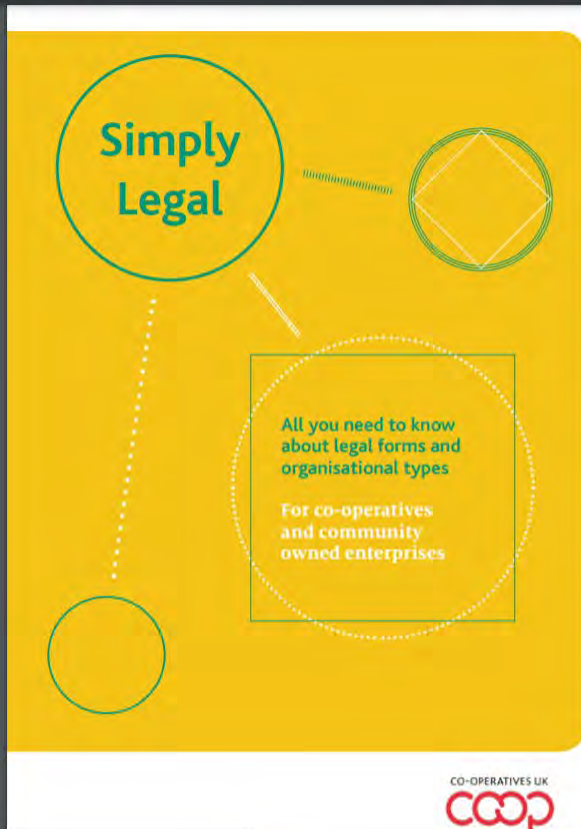
<https://www.uk.coop/sites/default/files/2020-10/simply-legal-final-september-2017.pdf>

🔍 ☆ J Update

☰ simply-legal-final-september-2017.pdf

1 / 93 | — 51% + | 🖨️ 🔗

⬇️ 🖨️ ⋮



2 Simply Legal - Contents

## Contents

1 Introduction	6
2 Why legal structures are important	9
2.1 What is a legal structure?	10
2.2 What is a legal form?	10
2.3 What is a governing document?	11
3 The advantages and disadvantages of incorporation	12
3.1 Advantages of incorporation	13
3.1a Limited liability	13
3.1b Owning property and entering into contracts	14
3.1c Equality of risk	15
3.2 Disadvantages of incorporation	15
3.2a Cost	15
3.2b Administration	15
3.2c Privacy	15
3.3 Deciding whether to incorporate	15
4 A summary of unincorporated legal forms	17
4.1 Partnerships	18
4.2 Associations	19
4.3 Friendly societies	21
4.4 Trusts	21

# Community Improvement Districts

The idea was first raised by Professor Tony Travers in 2011.

*“They would need to be community-led, capable of raising resources and, so as to avoid creating permanent additional structures, time-limited. Such an institution would need to be relatively easy to set up, but also have sufficient formality to be business-like. It would need to be able to demonstrate that it enjoyed local support and that they could deliver real improvements to all local people.”*

The idea had a resurgence, after being recommended in a Housing, Communities and Local Government Select Committee report in 2019.

We, Civic Voice, Centre for London and others have since explored the idea in more detail.

# Community Improvement Districts

Our definition from a 2020 discussion paper:

1. Non-political, democratic and inclusive
2. Concerned with the economic, social and environmental development of neighbourhoods
3. Open to residents, businesses and other local stakeholders
4. Designed to complement other local mechanisms where they exist
5. Non-profit distributing bodies

## Community Improvement Districts A Discussion Paper

October 2020



Ben Stephenson

# The green shoots of CIDs – learning from Scotland

- Scotland Town's Partnership is responsible for the Scotland's Improvement Districts programme. Have been expanding the Improvement District model.
- CIDs in Scotland – conversations with a much broader group. Surrounding community, social anchor organisations (social landlords, development trusts) etc.
- Underpinning model is still based on the BID legislation. So there's still a valuable revenue stream. But having more people involved in the conversation means you can attract other investment, capital funding etc.

# The green shoots of CIDs – learning from Scotland

- Starting to see the CID becoming the norm in Scotland.

## Funding:

- In Scotland, the Towns Partnership provides seed funding at the beginning, which sees the group through to ballot. But then funding comes from a variety of sources across the collaboration, such as:
  - local government
  - national government agencies, like LEPs
  - and funding from businesses themselves
  - no resident levy. Social anchor organisations do pay in – in Glasgow the social landlord ‘pay on the communities behalf’

# Five possible models

1. The CID as a resident-led organisation
2. Community involvement in existing BIDs
3. Jointly run organisations involving both residents and businesses
4. Expansion of Neighbourhood Forum functions
5. Formal funding for Town Teams

# The CID as a resident-led organisation

1. A model for **neighbourhoods without a business community** or where the priorities of the business community (or existing BID or local authority) do not align with residents.
2. There are **currently no barriers to the establishment of a Community Interest Company or similar structure** which exists to fulfil this role.
3. Funds could be raised through a **mandatory level on council tax payers, or an annual membership payment** to the CID.
4. **Legislation would be necessary in order to determine any formal relationship** between CIDs and local authorities, e.g. if CIDs were to be recognised as statutory consultees in the planning process

# Community involvement in existing BID

1. A model to **closely align residents with the management and strategic direction setting for town and city centres** currently undertaken by existing Business Improvement Districts.
2. The BID exists to carry out the wishes of its levy payers, and therefore the key focus of most BIDs is economic development. Therefore, **it may be that the mechanism is not suitable where community objectives are more social in nature.**
3. Involvement could range from **representation on BID boards to full levy contribution** and this would affect the changes needed to establish the mechanism
4. Many BIDs include community representation among their levy payers, since universities, housing associations, charities and local authorities are all non-domestic rate payers. In this way, communities can contribute to the strategic direction of the BID.

# Jointly run organisations involving both residents and businesses

1. A jointly run model which assumed equal standing between residents and businesses would be appropriate in places with no pre-existing group to champion the neighbourhood, or where any existing group is failing to deliver the desires of local stakeholders.
2. A neighbourhood body convenes to agree that an attempt will be made to establish a five-year CID. Following discussion, analysis, and broad consultation a proposal is sent to all eligible voters.

# Expansion of Neighbourhood Forum functions

1. In neighbourhoods for which **planning is one of the key concerns**, this mechanism may be a viable one to launch and fund a Community Improvement District, since the **process of developing the plan involves bringing the community together and establishing general priorities** and vision for the next ten to fifteen years.
2. Although neighbourhood planning legislation is not specifically designed to allow forums to function as ongoing operational bodies, the planning process **can act as a springboard for longer term cohesion**.
3. Other than the early grants, **Neighbourhood Forums receive no ongoing funding**.

# Formal funding for Town Teams

1. Town Teams are existing groups which were established following a recommendation from the Portas Review of high streets in 2011. Although no longer formally supported by MHCLG or any professional body **many still operate successfully, and new Town Teams continue to be established.**
2. **The main challenge is funding.** This mechanism is unfunded and would likely rely initially on a combination of crowdfunding, voluntary contributions and unpaid work.

# Useful resources / contacts

Link to support resources for Community Businesses:

<https://www.powertochange.org.uk/get-support/resources/growing/>

Link to Boosting Community Business London info

<https://www.powertochange.org.uk/get-support/programmes/boosting-community-business-london/>

Cooperatives UK's [website](#)

Contact for support on Boosting Community Business London:

[Communityshares@uk.coop](mailto:Communityshares@uk.coop)

My Community website: <https://mycommunity.org.uk/governance>

Simply Legal handbook: [www.uk.coop/resources/simply-legal](http://www.uk.coop/resources/simply-legal)

# Any questions?



[REDACTED]

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 15 September 2021 15:36  
**To:** [REDACTED]  
**Subject:** RE: Life in Kilburn - Remuneration

Hi [REDACTED]  
Not to worry, have moved to 3pm.  
Looking forward to meeting with you then!  
Best,

[REDACTED]  
Senior Planner

Telephone:



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 15 September 2021 15:34  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: Life in Kilburn - Remuneration

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]  
Apologies I now have another meeting in that slot. I can do the hour before or the hour after?  
Thanks

[REDACTED]  
**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]  
london.gov.uk**

[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 15 September 2021 15:19  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: Life in Kilburn - Remuneration

Hi [REDACTED]  
I hope that your week is going well.  
Its good to e-meet you. Thank you very much for setting out a draft project budget table for our information.

Wednesday 22<sup>nd</sup> 2pm would work well for both of our diaries, I will send through a Teams invite – let us know if another time that PM works better for you.

Looking forward to catching up then.

Best wishes,



Senior Planner

Telephone:



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 13 September 2021 12:07  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: Life in Kilburn - Remuneration

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED] and Hi [REDACTED]

In response to your previous email [REDACTED] regarding project budget – in other projects I have encouraged the partnership to keep budget against milestones quite top level. We won't require evidence of the number of hours that [REDACTED] works, but are keen to ensure that the seed funding achieves the milestones we agree and the partnership building and engagement that is needed to support the draft area strategy at the next stage. I've set a draft example below:

Milestone	Budget	Who?
Sign funding letter with GLA and agree workplan	10k (forward funding)	
Deliver engagement programme, including <ul style="list-style-type: none"><li>- Community markets</li><li>- DKCM lead activity (etc)</li></ul>		
Build partnership and democratic governance models for the local high street (CID)		
Establish strategic priorities for the area e.g. community market, workspace, wayfinding	5k	
Submit Stage 3 application	5k	

I have some time on the morning of Monday 20<sup>th</sup> or the afternoon of Wednesday 22<sup>nd</sup> for a catch-up.

Thanks



Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATER LONDON AUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]  
london.gov.uk

[london.gov.uk](https://www.london.gov.uk)

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 10 September 2021 20:17  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: Life in Kilburn - Remuneration

Hi [REDACTED]  
Hope all is well.  
Just a quick one to say I'm going on leave for one week.  
[REDACTED] my new colleague, will be around and working on our Kilburn work – please could you cc [REDACTED] into any emails?  
It'd be great to get a little time in the diary to update. When you get a sec, please could you share some possible dates that work for you?  
Thanks so much.  
All the best,  
[REDACTED]

[REDACTED]  
Principal Planner: High Streets

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** [REDACTED]  
**Sent:** 09 September 2021 14:13  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** Life in Kilburn - Remuneration

Hi [REDACTED]  
Hope you're good.  
As you know, [REDACTED] at Life in Kilburn will be doing a fair bit of the work before 18<sup>th</sup> October – scoping the partnership and leading a test day.  
I was wondering what the most appropriate approach might be to remunerating [REDACTED] for her work.  
Our plan is to finalise the work plan (should be done this week) and use that to estimate hours spent on work led by [REDACTED] – evidencing wherever possible in relation to outputs.  
Do you have any examples / guidance based on other community-led projects so that we can be consistent with them? Particularly interested in what an appropriate amount would be...

Thanks.  
All the best,  
[REDACTED]

[REDACTED]  
Principal Planner: High Streets  
Regeneration and Planning

Telephone: 020 7974 [REDACTED]

Web: [camden.gov.uk](https://www.camden.gov.uk)

[REDACTED]

---

**From:** High Streets for All  
**Sent:** 26 August 2021 09:41  
**To:** [REDACTED]  
**Subject:** RE: High Streets for All Challenge - Workshops

Hi [REDACTED]

Apologies, we had issues to share the material due large file sizes of the recordings – hopefully we will have this sorted in the next couple of days.

Thanks

[REDACTED]

---

**From:** [REDACTED] <[REDACTED]camden.gov.uk>  
**Sent:** 25 August 2021 16:05  
**To:** High Streets for All <HighStreetsforAll@london.gov.uk>  
**Subject:** RE: High Streets for All Challenge - Workshops

Hi [REDACTED]

Sorry to badger

Were you able to forward on the email that went out with the notes / workshop materials, please? I didn't get them, unfortunately (unless they were captured by Camden's notoriously / needlessly tough 'junk mail' software...)

Thanks so much,

[REDACTED]

[REDACTED] [REDACTED]  
Principal Planner: High Streets

Telephone: 020 7974 [REDACTED]



---

**From:** [REDACTED]  
**Sent:** 30 July 2021 12:06  
**To:** High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>  
**Cc:** [REDACTED] <[REDACTED]camden.gov.uk>  
**Subject:** RE: High Streets for All Challenge - Workshops

Hi [REDACTED]

Thanks so much – that's ace.

All the best,

■■■■

■■■■ ■■■■

Principal Planner: High Streets

Telephone: 020 7974 ■■■■



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>

**Sent:** 30 July 2021 10:49

**To:** ■■■■ <■■■■@camden.gov.uk>

**Cc:** ■■■■ <■■■■@camden.gov.uk>

**Subject:** RE: High Streets for All Challenge - Workshops

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi ■■■■

Thanks for your email. We will send links to the workshop material next week. I've added your details to the circulation.

Regards

■■■■

---

**From:** ■■■■ <■■■■@camden.gov.uk>

**Sent:** 28 July 2021 09:29

**To:** High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>

**Cc:** ■■■■ <■■■■@camden.gov.uk>

**Subject:** High Streets for All Challenge - Workshops

Hi there

We're working with the GLA on a High Streets for All Challenge project focused on Kilburn.

To develop those projects, and other high streets work, Camden's created a new team. Unfortunately, a couple of members of the team weren't in the team (incl. me – I started this week and could only catch one of the workshops, sadly) or on leave.

Are you able to share recordings and notes from the workshops, please? We'd be very grateful.

Thanks for organising the sessions.

All the best,

■■■

■■■ ■■■

Principal Planner: High Streets  
Regeneration and Planning  
Supporting Communities  
London Borough of Camden

Telephone: 020 7974 ■■■

Web: [camden.gov.uk](http://camden.gov.uk)

5 Pancras Square  
London  
N1C 4AG

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 24 August 2021 19:04  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Kilburn  
**Attachments:** gla\_letter\_funding\_agreement\_HSFA Challenge\_Kilburn High Road.doc

Hi [REDACTED]

Sorry for the delay getting back to you on the various things you've asked for below.

I have attached the draft funding agreement – appendix 1 outlines the level of detail needed to get into contract – perhaps we could use some of our time tomorrow to discuss what is there. Forward funding of £10,000 will be awarded as soon as the contract is signed. Payment of the following £10,000 will be made on completion and evidence of the relevant milestones that are achieved with that forward funding.

Stage 3 applications: The Stage 3 application process will be shared next week and the deadline for applications is October 18<sup>th</sup>.

The seed funding for this project is revenue and therefore can be used to pay for the time of members of the partnership. Be clear in the resourcing plan/deliverables what [REDACTED] time and associated funding will deliver (just as though she was a consultant).

I hope that's helpful, happy to talk through anything unclear tomorrow.

## **ADDITIONAL RESOURCES**

### **Possibilities playbook:**

[https://www.london.gov.uk/sites/default/files/high\\_streets\\_for\\_all\\_challenge\\_possibilities\\_playbook.pdf](https://www.london.gov.uk/sites/default/files/high_streets_for_all_challenge_possibilities_playbook.pdf)

### **Markets**

Tomorrow's Market – programme support and potential additional funding for projects that:  
Support street markets in developing targeted plans which could address new forms of market management, trader recruitment and training, renewed trader and business relations, growing local supply chains, supporting local employment and training, and helping to deliver environmental improvements.

### **Workspace**

Additional revenue funding (up to 200k):

Test new and flexible models (see below) for workspace provision in collaboration with public or private high street landlords. Support affordable workspaces and other near home working models which nurture startups, SMEs and creative enterprises, and support diverse pathways into entrepreneurialism and employment.

<https://lep.london/flexible-workspaces-our-high-streets>

- Commissioned by the GLA and the LEAP following the advice of the Mayor's Workspace Advisory Group, Architecture 00 have produced the Flexible Workspaces on our High Streets guidance for empty high street premises ranging from large public-sector owned assets and shopping centre units to large retail space in the Central Activities Zone and small high street units. It calls for a reimagining of the relationships between landlords, tenants, operators, and local authorities, with the purpose of reducing the risk profile of vacant units, while ensuring that high street assets create social and economic value by providing space for local business and enterprises of all sizes.

## **Boosting Community Business London**

The GLA is currently piloting a programme, in partnership with Power to Change and Co-operatives UK, supporting groups who wish to convert to community business structures and/or develop a community share offer. Funding is available to provide approximately 10 groups with development grants of up to **£10,000** with which to secure legal advice, assist in the development of share offering documentation, and cover the costs of Standard Mark assessment and promotional spend for the campaign itself. **This funding is separate from the High Streets for All Challenge.** Funding awards will be made on a rolling, first-come-first serve basis. Find out more and apply [here](#). If you'd like to discuss your community business idea, even if you're at earlier stages of development, please contact the team at Co-operatives UK is contactable at [Communityshares@uk.coop](mailto:Communityshares@uk.coop)

### **Community Ownership Fund**

HM Government recently launched the prospectus for the [Community Ownership Fund](#). This £150 million pot will help support communities across the UK to take ownership of assets, amenities and facilities at risk of being lost. It will operate in up to 8 rounds over the next 4 years and bidding in could be an ambition of your recovery strategy. Our Boosting Community Business Support offer could help you to prepare a bid by developing the right governance model and business case to launch a community share offer to act as match.

### **Community Investment District Pilot**

Power to Change and the GLA have made funding available, of up to £40,000 each, to support two groups to explore how more democratic forms of area governance – Community Improvement Districts - might respond to some of the challenges they're facing on their High Street.

Should you wish to explore this idea further and how it relates to your strategy, please do contact our partners at Power to Change at [nick.plumb@powertochange.org.uk](mailto:nick.plumb@powertochange.org.uk) or [Danielle.cohen@powertochange.org.uk](mailto:Danielle.cohen@powertochange.org.uk) who are on hand to discuss whether developing a CID can help you deliver on your goals.

The funding on offer could be used in a variety of ways, as led by the partnership, including:

- Facilitator time to explore the CID model with a range of stakeholders to ensure it is responsive to the local setting;
- Legal expertise to explore the governance of the CID and how it overlaps with existing structures;
- Policy expertise to explore the range of ways the CID could be financially self-sustaining, including through a local levy;
- Support for the partnership to develop communications materials – to engage residents during the development of the CID;
- Support exploring financial aspects of their model

The chance to put yourself forward to become a CID pilot will be a simple section within the final High Streets for All Stage 3 application template.

### **High Street Landlords Property Pledge/Landlords Charter – in development**

A proposed High Street Recovery Property Pledge is drawing together public and private property owners, tenants and BIDs to jointly consider how they can best support London's High Street recovery.

The Pledge will enable partners to demonstrate leadership in addressing the challenges facing the high street, celebrate emerging best practice and mainstream implementation of effective innovation in the delivery of public value across the wider property industry.

### **High Street Data Service**

An Integrated **High Street Data Service** has been launched last month to provide ongoing access to the best local insights on London's High Streets at lower cost through collective purchasing of data and analysis to support the development of your proposal and promote data driven decisions.



Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]

[london.gov.uk](https://www.london.gov.uk)

[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 16 August 2021 15:51  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: Kilburn

Hi [REDACTED]

Hope you had a lovely break?

I wondered if you had a little time on Friday to meet with [REDACTED] from Life in Kilburn and [REDACTED] from TfL, please – early afternoon was suggested by [REDACTED]

[Remainder of email chain duplicates]

Principal Planner: High Streets  
London Borough of Camden  
5 Pancras Square  
London  
N1C 4AG

**Department: Regeneration**

**Our ref: XX1/6**

**Date: 24/08/2021**

Dear [REDACTED]

**Grant Funding in respect of Kilburn High Road (the "Project")**

I am pleased to confirm that **THE GREATER LONDON AUTHORITY** whose principal offices are at City Hall, The Queen's Walk, London, SE1 2AA (the "Authority" or the "GLA") has agreed to grant the London Borough of Camden whose registered office is at the address shown above ("You/Your"), Twenty Thousand pounds sterling (£20,000) ("the Funding") towards the cost of the Project (the "Funding").

The Funding is granted by the GLA to meet the objectives set out in Appendix 1 to this letter (the "Objectives") subject to the following terms and conditions:

1. The Funding must be used exclusively for meeting the Objectives and for no other purpose and must be applied in accordance with the provisions of Appendix 1. In the event that You wish to utilise the Funding in different proportions from those set out in Appendix 1 You must obtain prior written consent from the GLA.
2. Subject to Your compliance with all of the provisions of this letter, the GLA shall, within 30 days of receipt of valid funding claims (to be made in accordance with the timetable set out at Appendix 1 ("Project Summary") and accompanied by a written report detailing Your progress in relation to meeting the Objectives set out in Appendix 3 ("Progress Update and Claim Form") and any other information the GLA may require), pay You sums in respect of such claims provided that they shall not exceed twenty pounds sterling (£20,000) in aggregate. Where, at any point in the opinion of the GLA, satisfactory progress has not been made by You in meeting Your obligations or You are in breach of Your obligations as set out in this letter and appendices to it, the GLA shall be entitled to reduce, suspend, withhold and/or require re-payment of the Funding. The provision of the Funding amounts to a conditional gift and is therefore not subject to VAT. If, at any time, however, it is held to be subject to VAT, then You agree and acknowledge that the Funding shall have included any and all applicable VAT.
3. You must ensure that the requirements set out in this letter, and in any clarification or guidance issued from time to time by the GLA, are complied with. In particular You shall:

- a) agree in writing in advance with the Authority any changes to any of the Objectives;
  - b) establish, implement and utilise effective monitoring and financial systems, so that as a minimum the costs funded by the Funding can be clearly identified and the propriety and regularity of all payments and handling of the Funding are ensured;
  - c) notify the GLA of the monitoring and financial systems in place, and comply with the GLA's reasonable requirements for these systems;
  - d) notify the GLA immediately if any financial irregularity in the use of the Funding is suspected, and indicate the steps being taken in response. Irregularity includes (but is not limited to) any fraud, impropriety, mismanagement or use of the Funding for anything other than approved in this letter and appendices to it;
  - e) notify the GLA immediately if any other financial irregularity is suspected, and indicate the steps being taken in response;
  - f) notify the GLA immediately if You are Insolvent (as defined at Clause 17 below), or have no reasonable prospect of avoiding Insolvency in the future;
  - g) keep a record of all expenditure incurred in meeting the Objectives together with full supporting evidence and Additional Funding (as defined at Clause 13 below) received, and You shall deliver to the GLA a report setting out a detailed analysis of how the Funding has been spent, with such report to be approved by the Authority within 30 days of its receipt. 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 date of this letter;
  - h) make all relevant documents available and provide access at any time for:
    - i) inspection visits and scrutiny of files by GLA or anyone nominated by the GLA and
    - ii) an external audit and review of the Objectives and of financial appraisal and monitoring systems.
4. You must ensure that, where appropriate, publicity is given to the fact that the GLA is financially supporting You in the Project and the Objectives. You must comply with any guidance on publicity given by the GLA and all publicity referring to the GLA, the Mayor of London and/or any third party partner or sponsor of the GLA shall be subject to the prior approval of the GLA.
5. You must ensure that the GLA's logos (as set out in Appendix 2) are used in any marketing activities undertaken in respect of the Project, including all fliers and posters. You should also incorporate the GLA's logos into the credits of each film that is produced as part of the Project. You must also ensure that You use such other logos specified by the GLA in marketing the Project and incorporate the same into the credits of each film that is produced as part of the Project.

6. In acknowledging the GLA's grant of the Funding, You must comply with any guidance on publicity provided by the GLA in respect of the use of the GLA logos and/or any logos of any third party partner or sponsor of the GLA and ensure that any use of the GLA logo or any third party partner or sponsor of the GLA is approved by the GLA in writing in advance of its use.
7. You must not do anything that may (in the opinion of the GLA) place the GLA, its third party partners and/or sponsors in disrepute or harm the GLA's reputation and/or that of third party partner or sponsor of the GLA.
8. You will be liable for and indemnify and keep indemnified the GLA against any loss or damage incurred and any injury (including death), suffered and all actions, costs, demands, proceedings, damages, charges and expenses whatsoever arising in connection with the management (including financial management) and carrying out of the Project and the Objectives to the extent that such actions, costs, demands, proceedings, damages, charges and expenses are due to Your negligence or default in carrying out the obligations as set out in this letter and appendices to it.
9. The GLA may at its sole discretion terminate this Agreement at any time whether for breach or convenience by giving two weeks' written notice and in the event of such termination the GLA shall not be obligated to make any further payments of the Funding.
10. You must ensure that You maintain in force policies of insurance with an insurance company of long-standing and good repute in respect of public liability and such other insurance as may be required in order to comply with Your obligations set out in this letter and appendices to it.
11. You must ensure that Your organisation and anyone acting on Your behalf:
  - a) complies with all laws for the time being in force in England and Wales; and
  - b) without prejudice and in addition to Clause 11a:
    - i) comply with all relevant enactments in force from time to time relating to discrimination in employment and the promotion of equal opportunities;
    - ii) acknowledge that the GLA is under a duty under section 149 of the Equality Act 2010 to demonstrate it has paid due regard to the need to:
      - 1) eliminate unlawful discrimination and harassment;
      - 2) advance equality of opportunity between groups who share protected characteristics (including include: age, race, gender, disability, religion or belief, sexual orientation, gender reassignment) and those that do not, in particular, minimise disadvantage suffered by such groups; taking steps to meet the needs of such groups that are different from the needs of others; encouraging such groups to participate in activity in which their participation is disproportionately low; and
      - 3) foster good relations between people who share a protected characteristic and those that do not,

and in undertaking any activity concerning the Project, assist and cooperate with the GLA where possible in satisfying this duty;

c) assist and co-operate with the GLA where possible in respect of the GLA's compliance with its duties under Clause 11b(ii);

d) (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 You, 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, 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, Directive (EU) 2016/680 (the Law Enforcement Directive) and the Privacy and Electronic Communications (EC Directive) Regulations 2003) concerning such children and vulnerable persons in relation as part of the Project;
- 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; and

e) shall ensure that Your employees, contractors, servants, agents and/or sub-contractors undertake the Project and comply with Your obligations under this letter of agreement in manner which enables the GLA to comply fully with its duties under Part 5 of the Counter-Terrorism and Security Act 2015 and which sets out a duty for specified authorities (and their grant recipients) to have due regard to the need to prevent people from being drawn into terrorism.

12. For the avoidance of doubt both the GLA and You acknowledge and agree that Your Project costs exceed the Funding and that the GLA shall not provide any additional funding and shall not be liable for any sums in excess of the Funding provided under this letter of agreement.

13. You shall use Your best endeavours to secure satisfactory funding from other sources to meet Your Project costs ("Additional Funding") and keep a record of Your activities to raise such additional funding. Records of all additional funding You secure, expenditure You incur, and purposes to which additional funding is put shall, if requested, be provided to the GLA.

14. The GLA may at its absolute discretion reduce, suspend or withhold the GLA Funding, or require all or part of the GLA Funding to be repaid if:

- a) You fail to deliver the Project or meet the Objectives and/or the delivery of the Project is reasonably adjudged by the GLA to be unsatisfactory;
- b) there is a substantial change to the Project or the Objectives which the GLA has not approved, or any attempt is made to transfer or assign any rights, interests

or obligations created under this letter of agreement or substitute any person in respect of any such rights, interests or obligations, without the prior consent in writing of the GLA;

- c) 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 GLA reasonably considers to be material;
  - d) You fail to comply with any of the terms and conditions set out in this letter of agreement;
  - e) Your composition, ownership or control changes, or You become Insolvent or are dissolved in any way;
  - f) any other circumstances significantly affect Your ability to deliver the Project and/or meet the Objectives or result in or are in the reasonable opinion of the GLA likely to lead to the Project and/or the meeting of the Objectives as approved not being completed;
  - g) any of the events referred to in Clauses 3d, e or f occur;
  - h) insufficient measures are taken by You to investigate and resolve any financial irregularity or the GLA reasonably concludes the Funding is at risk of being misapplied; and/or
  - i) there are any other reasons why in the reasonable opinion of the GLA the Project is being carried out in such a way as to conflict with the objectives of the GLA or bring the GLA into disrepute.
15. You shall notify the GLA immediately and provide the GLA with a full written explanation, if any of the circumstances in Clause 14 above arise.
16. If the GLA becomes entitled to exercise its rights under Clause 14 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 GLA's rights under Clause 14, or to exercise them only partially or to delay in exercising them, may be made on conditions which will be notified to You provided always that any such decision by the GLA 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.
17. "Insolvent" means:
- a) where You are an individual (or if more than one individual than any one of them):
    - i) the subject of a bankruptcy petition;
    - ii) 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;

iii) enters into any composition, moratorium or other arrangement with Your 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

b) where You are a body corporate (or if more than one body corporate than any one of them):

i) 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 Your directors resolve to make such a proposal;

ii) 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 Your directors resolve to present such a petition;

iii) a receiver (including a receiver under section 101 of the Law of Property Act 1925 or manager or administrative receiver of Your property (or part of it) is appointed;

iv) a resolution for Your voluntary winding up is passed under Part IV of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or a meeting of Your creditors is called for the purpose of considering that You 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);

v) a petition for Your 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 You be wound up;

vi) an application is made under section 895 of the Companies Act 2006 or a proposal is made which could result in such an application;

vii) entry into or a proposal to enter into any arrangement, moratorium or composition (other than any referred to above) with Your creditors; or

viii) Your dissolution or removal from the Register of Companies or Your ceasing to exist (whether or not capable of reinstatement or reconstruction).

18. For the purposes of Clause 19:

a) **“Agreement Information”** means (i) this letter of Agreement in its entirety (including from time to time agreed changes to the letter of Agreement) and (ii) data extracted from the claims made under this letter of Agreement which shall consist of Your name, the expenditure account code, the expenditure account code description, the document number, the clearing date and the claim amount; and

- b) **“Transparency Commitment”** means the GLA’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.

19. You acknowledge and agree that the GLA:

- a) is subject to the Transparency Commitment and accordingly, and hereby give Your consent for the GLA 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 GLA may take account of the exemptions/exceptions that would be available in relation to information requested under the Freedom of Information Act 2000. The GLA may in its absolute discretion consult with You regarding any redactions to the Agreement Information to be published pursuant to this Clause 19. The GLA shall make the final decision regarding publication and/or redaction of the Agreement Information.

Please acknowledge acceptance of the terms and conditions of this letter by signing and returning the enclosed duplicate.

Yours sincerely

**Louise Duggan**

Interim Head of Regeneration  
Good Growth

For and on behalf of the Greater London Authority

Signed on behalf of London Borough of Camden to accept the terms and conditions of this letter in relation to the GLA providing the Funding.

Signature:

Print Name:

Position:

Date:

Date:

## **APPENDIX 1**

### **Project Summary**

#### **Context**

*[insert details on background, rationale and objectives]*

#### **The proposal**

*[insert details on methodology; design, development and engagement work to be undertaken; procurement approach; resources available to deliver the project]*

#### **Expected outputs**

*[insert details on deliverables]*

#### **Expenditure breakdown**

*[insert details]*

#### **Risks**

*[insert details on risks and issues which could impact delivery]*

#### **Timetable**

*[insert details]*

## APPENDIX 2

### The Authority's Logos

# MAYOR OF LONDON



## Summary 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 above, organisations are also accepting the publication of the information** set out below (by GLA officers) and confirming its accuracy:

<b>The beneficiary is:</b>	<i>A voluntary and community sector organisation:</i> <input type="checkbox"/> <i>A social enterprise:</i> <input type="checkbox"/> <i>Other:</i> <input type="checkbox"/> <i>If "Other" please provide more detail .....</i>	
<b>The award of this grant was formally approved by:</b>	<i>MD/DD/ADD/DAR</i>	<i>number</i>
<b>The grant is awarded on:</b>	Click here to enter date of signature	
<b>The grant covers the following time period:</b>	<i>from DAY/MONTH/YEAR to DAY/MONTH/YEAR</i>	
<b>It is awarded by:</b>	<i>Relevant GLA team and directorate</i>	
<b>to:</b>	<i>Name of beneficiary</i>	
<b>Company or charity registration number:</b>	<i>Company number: _ _ _ _ _</i> <i>Charity number: _ _ _ _ _</i>	
<b>The grant is for a total of:</b>	<i>pounds</i>	
<b>Purpose of the grant:</b>	<i>Brief explanation</i>	

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

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 20 August 2021 09:40  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Kilburn

Hi [REDACTED]

I can do 11am or 3pm on Monday 23<sup>rd</sup>, or 10am on Wednesday 25<sup>th</sup>?

Thanks

[REDACTED]

[REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]**

**london.gov.uk**

[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 19 August 2021 16:53  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: Kilburn

Hi [REDACTED]

[REDACTED]

[REDACTED] from Life in Kilburn isn't around tomorrow, unfortunately.

When you get a moment, please send over some other dates that work for you over the next week or so.

Thanks.

All the best,

[REDACTED]

[REDACTED]

**Principal Planner: High Streets  
Regeneration and Planning  
London Borough of Camden**

Telephone: 020 7974 [REDACTED]

Web: [camden.gov.uk](http://camden.gov.uk)



---

**From:** [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 19 August 2021 15:03  
**To:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: Kilburn

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]

[REDACTED]

I'm free all afternoon tomorrow if you would like to send across a meeting invite? I'll aim to get everything else across to you in the meantime.

[REDACTED]

[REDACTED] [REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]**

**london.gov.uk**  
[REDACTED] [london.gov.uk](http://london.gov.uk)

---

**From:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 16 August 2021 15:51  
**To:** [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: Kilburn

Hi [REDACTED]

[REDACTED]

I wondered if you had a little time on Friday to meet with [REDACTED] from Life in Kilburn and [REDACTED] from TfL, please – early afternoon was suggested by [REDACTED]

Perhaps at a different time – and likely when you’ve had a little time to catch up following your holiday! - it’d be brilliant to follow-up on some of the interesting points we discussed when we met a couple of weeks ago. Looking back at my sketchy notes from our last catch-up, some of the bits of bobs we’d love to chat through include:

- . The micro pots of funding (noted affordable workspace and markets) and the possibility to hear more about the ambitions of GLA colleagues overseeing that work
- . Work with landlords to create a new charter
- . The funding agreement letter and related paperwork
- . Suitable uses of the seed funding – since we chatted, we’ve got some ideas (i.e. includes paying [REDACTED] for her time and effort on the project)

Speak soon.

All the best,

[REDACTED]

[REDACTED] [REDACTED]

Principal Planner: High Streets  
Regeneration and Planning  
London Borough of Camden

Telephone: 020 7974 [REDACTED]

Web: [camden.gov.uk](https://camden.gov.uk)



---

**From:** [REDACTED] [REDACTED]

**Sent:** 06 August 2021 17:22

**To:** [REDACTED] [REDACTED] <[REDACTED]@[london.gov.uk](https://london.gov.uk)>

**Cc:** [REDACTED] [REDACTED] <[REDACTED]@[camden.gov.uk](https://camden.gov.uk)>

**Subject:** Kilburn

Hi [REDACTED]

Really good to check in earlier – thanks for all the guidance.

When you get a sec (likely when you return), please let me know a good time for you to meet [REDACTED] (Life in Kilburn) and [REDACTED] (TfL). I'll then get that scheduled.

Look forward to it. [REDACTED]

All the best,

[REDACTED]

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 06 August 2021 11:37  
**To:** [REDACTED]  
**Subject:** RE: High Streets For All Challenge - Check in

No worries!

The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 06 August 2021 11:34  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** Re: High Streets For All Challenge - Check in

[EXTERNAL EMAIL] Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

I'm running a little late - 2 mins!  
Get [Outlook for iOS](#)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** Friday, August 6, 2021 8:56:41 AM  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: High Streets For All Challenge - Check in  
No problem at all – 11:30 is great!  
All the best,  
[REDACTED]

[REDACTED]  
Principal Planner: High Streets

Telephone: 020 7974 [REDACTED]



---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 05 August 2021 17:15  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: High Streets For All Challenge - Check in

[EXTERNAL EMAIL] Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED] – apologies should have looked at my calendar! Does 11.30 work?

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]  
london.gov.uk**

[REDACTED] [london.gov.uk](https://london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 05 August 2021 17:01  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: High Streets For All Challenge - Check in

Hi [REDACTED]  
Thanks for this.  
Yes, that'd be brilliant – does 11am work tomorrow?  
Catch you tomorrow,  
[REDACTED]

[REDACTED]  
Principal Planner: High Streets

Telephone: 020 7974 [REDACTED]



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 05 August 2021 15:48  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: High Streets For All Challenge - Check in

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]  
Sorry for the delay getting back to you. Are you around tomorrow for a quick chat? [REDACTED]  
[REDACTED] after that, so it would be good to squeeze something in then if we can.

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]  
london.gov.uk**  
[REDACTED] [london.gov.uk](https://london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 02 August 2021 11:37

**To:** [REDACTED] <[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Subject:** High Streets For All Challenge - Check in  
Hi [REDACTED]

Hope you're well?

I wondered if there was a good time to check in this week?

If there is, please could you let me know a couple of dates and times that work for you?

I started a new role focused on Kilburn last week – from Camden's perspective, I'll be leading on the two Kilburn-focused projects.

Look forward to working with you again!

All the best,

[REDACTED]

Principal Planner: High Streets  
Regeneration and Planning  
London Borough of Camden

Telephone: 020 7974 [REDACTED]

Web: [camden.gov.uk](https://camden.gov.uk)

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 22 July 2021 14:11  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: High Streets for All Challenge - Stage 2 exemplar projects  
**Attachments:** HSFA Stage 1 feedback\_Steel Pan CIC.docx

Hi all,

Can I check that the attached feedback aligns with any feedback/conversations you've had with Steel Pan CIC?

I know that the original request for feedback cc'd a number of officers/councillors so it would great to get a steer before we send this out.

Thanks

[REDACTED]  
[REDACTED]  
**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]**

**london.gov.uk**  
[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** [REDACTED]  
**Sent:** 21 July 2021 10:25  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: High Streets for All Challenge - Stage 2 exemplar projects

Hi all,

I'm sorry to chase on this – it would be good to know when this is going in the diary.

[REDACTED]  
[REDACTED]  
**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]**

**london.gov.uk**  
[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** [REDACTED]  
**Sent:** 16 July 2021 09:42  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: High Streets for All Challenge - Stage 2 exemplar projects

Hi [REDACTED]

No worries I understand how busy it is at the moment. I am also on annual leave the w/c 26<sup>th</sup>!

Can I confirm – Camden is proposing to be lead partner for this project – so the contract will be between GLA and LBC?

Is there any value meeting with the partnership next week to talk more broadly about the process, governance and next steps, and then put a project inception meeting in place for the first week of August?

Thanks

[REDACTED]

[REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]**

**london.gov.uk**  
[REDACTED]@london.gov.uk

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 15 July 2021 18:30  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: High Streets for All Challenge - Stage 2 exemplar projects

Hi [REDACTED]

Sorry for only coming back to you on this now. [REDACTED] will be leading the project at Camden and is on leave this week and next. In the meantime [REDACTED] will look to get it booked in to the diary for w/c 26<sup>th</sup> July, are you around that week? It will be [REDACTED] and [REDACTED] as I'm on leave that week, but if we wait for all of us to be around it will push it back too far!

Thanks,

[REDACTED]

[REDACTED]  
Placeshaping Manager

Telephone: 020 7974 1822



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 13 July 2021 16:25  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: High Streets for All Challenge - Stage 2 exemplar projects

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]

Just following up on this to see if you have a steer on when the project inception meeting might go into the diary?

We are aiming to get contracts finalised and signed by the end of this month to give the project the best opportunity to develop ahead of the Stage 3 submission in October, so it would be good to get a first meeting in place this week or next if at all possible.

Happy to chat if it's helpful,

[REDACTED]

[REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]**

**london.gov.uk**  
[REDACTED] [london.gov.uk](mailto:[REDACTED]@london.gov.uk)

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 09 July 2021 15:39  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>; High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: High Streets for All Challenge - Stage 2 exemplar projects

Hi [REDACTED]

Thanks for confirming, that's really helpful,

Many thanks,

[REDACTED]



Economic Development Officer

Telephone: 020 7974 3672



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>

**Sent:** 08 July 2021 14:53

**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; High Streets for All <HighStreetsforAll@london.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Subject:** RE: High Streets for All Challenge - Stage 2 exemplar projects

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious. Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]

We are hoping to be able to make decisions public on July 21<sup>st</sup>, although this is still tbc.

I was going to get in touch today regarding the project inception meeting – which can take place before the announcement. Let me know when you have some dates in mind and I'll put holds in my diary.

Thanks,



**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]**

**london.gov.uk**

[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>

**Sent:** 08 July 2021 14:35

**To:** High Streets for All <HighStreetsforAll@london.gov.uk>

**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

**Subject:** RE: High Streets for All Challenge - Stage 2 exemplar projects

Hi,

I just wanted to get back in touch to check if the Stage 1 decisions had been made public yet?

Apologies if I've missed something,

Many thanks,

[REDACTED]

[REDACTED] [REDACTED]

Economic Development Officer

Telephone: 020 7974 3672



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>

**Sent:** 18 June 2021 09:38

**To:** [REDACTED] <[\[REDACTED\]@camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>

**Cc:** Louise Duggan <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; [REDACTED] <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; [REDACTED] <[\[REDACTED\]@camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>

**Subject:** RE: High Streets for All Challenge - Stage 2 exemplar projects

Hi [REDACTED]

Yes – completely understood that you will be convening the discussion with the Kilburn projects and that you want to lead the partnership going forward. This will be communicated to the two projects. We will copy you in.

Also it's great that you want to reach out to the unsuccessful projects.

Thanks for your help.

Best

[REDACTED]

---

**From:** [REDACTED] <[\[REDACTED\]@camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>

**Sent:** 18 June 2021 09:25

**To:** High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>

**Cc:** Louise Duggan <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; [REDACTED] <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; [REDACTED] <[\[REDACTED\]@camden.gov.uk](mailto:[REDACTED]@camden.gov.uk)>

**Subject:** RE: High Streets for All Challenge - Stage 2 exemplar projects

Hi,

Thanks for confirming regarding the Stage 1 outcome.

In terms of our exemplar area, we intend that Camden would act as the lead authority for the partnership, bringing together the two proposals in the area, and working with other organisations to widen the partnership. We would ideally like to manage this conversation with the two proposals, would you be able to confirm what you are sharing with them?

We would also be keen to contact each of the parties that have been unsuccessful, to let them know and provide advice and signposting on how we might be able to support them to progress their proposals. We will of course reiterate that the results are currently embargoed.

Many thanks,

[REDACTED]

[REDACTED] [REDACTED]

Economic Development Officer

Telephone: 020 7974 3672



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>

**Sent:** 18 June 2021 09:07

**To:** High Streets for All <[HighStreetsforAll@london.gov.uk](mailto:HighStreetsforAll@london.gov.uk)>

**Cc:** [REDACTED] [REDACTED] <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; Louise Duggan <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; [REDACTED] <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Subject:** High Streets for All Challenge - Stage 2 exemplar projects

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Dear Colleagues

As promised please find below the list of exemplar projects to proceed to Stage 2 of the Challenge. We will notify these led organisations of these projects today, providing a note with feedback on strengths and areas for further development. This draws on comments from GLA and borough officers provided as part of the appraisal.

The provision of £20,000 development funding will be subject to the GLA's due diligence process and execution of a funding agreement. Details on this will also be provided to the successful projects, together with dates for the upcoming workshops and the details for the official announcement until which the outcome of Stage 1 remains embargoed.

Unsuccessful applicants will be notified on Monday, and feedback will be provided upon request.

Kind regards

NE Area	Borough	High Street
BD1	Barking & Dagenham	Barking Town Centre
COL1	City of London	Middlesex Street
ENF3	Enfield	Fore Street, Upper Edmonton
HAC7	Hackney	Morning Lane
HAV1	Havering	Romford High Street
HRG2	Haringey	Wood Green High Road
NEW2	Newham	Stratford High Street
RED1	Redbridge	Ilford High Road
TH2	Tower Hamlets	Redchurch Street
WF1	Waltham Forest	Highams Park
XX2	Cross-borough	Hackney Wick Circular High Street

NW Area	Borough	High Street
BAR2	Barnet	High Street, Chipping Barnet
BRE2	Brent	Church Road
XX1/6	Camden	Kilburn High Road (combined project)
EAL1/2/3	Ealing	Acton High Street (combined project)
HF5	Hammersmith & Fulham	Wandsworth Bridge Road
HIL1	Hillingdon	Uxbridge High Street
HOU4/5	Hounslow	Hounslow High Street (combined project)
HRW2	Harrow	Wealdstone Town Centre
ISL3	Islington	Holloway Road
KC3	Kensington & Chelsea	Notting Hill Gate
RIC1	Richmond	Richmond Town Centre
WCC1/5	Westminster	Harrow Road (combined project)

S Area	Borough	High Street
BEX3	Bexley	Bexleyheath Town Centre
BRO5	Bromley	Bromley High Street
CRO5	Croydon	High Street, Purley
GRE1	Greenwich	Greenwich Town Centre
KIN2	Kingston	New Malden Town Centre
LAM4	Lambeth	Norwood Road and High Street
LEW2	Lewisham	Lewisham High Street
MER1	Merton	Morden Town Centre
SOU2	Southwark	Rye Lane, Peckham

SUT1	Sutton	Sutton High Street
WAN1	Wandsworth	Clapham Junction
XX5	Cross-borough	Crystal Palace

High Streets for All Challenge

## Putting your High Street on the Map

### Stage 1 feedback

High Street

**Camden High Street**

Local authority

**London Borough of Camden**

Lead organisation

**Steel Pan Music CIC**

### Summary of feedback indicating project strengths and areas for further development

- This is an interesting and valuable proposal to activate vacant units on the high street as spaces that provide opportunities for culture, employment and community uses.
- However, the partnership proposal is very specific to one organisation's aspiration, and it is not clear how it would seek to build a wider strategy for the high street.
- For support identifying a space for your project please refer to the Cultural Infrastructure Team space register. [Finding a building or land | London City Hall](#)

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 15 July 2021 18:33  
**To:** [REDACTED]  
**Subject:** RE: Quick chat  
**Attachments:** image001.png; image002.png; image003.png; image004.jpg

Hi [REDACTED]  
How are you? I can't do tomorrow, but could do Tuesday at 5pm if that's any good?  
Thanks,  
[REDACTED]

[REDACTED]  
Placeshaping Manager

Telephone: 020 7974 1822



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 15 July 2021 15:35  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** Quick chat

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Hi [REDACTED]  
Do you have time for a quick chat tomorrow morning?  
Thanks  
[REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen's Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]  
london.gov.uk  
[REDACTED] [london.gov.uk](https://www.london.gov.uk)**

[REDACTED]

---

**From:** High Streets for All  
**Sent:** 12 July 2021 14:18  
**To:** [REDACTED]  
**Subject:** FW: Message to attendees of High Streets Challenge Workshop: Responding to the Climate Emergency

-----Original Message-----

From: Life in Kilburn <news@lifeinkilburn.com>  
Sent: 12 July 2021 14:09  
To: High Streets for All <HighStreetsforAll@london.gov.uk>  
Subject: Fwd: Message to attendees of High Streets Challenge Workshop: Responding to the Climate Emergency

Hi

Can I be assigned to room 4 please?

Also I would like to take part in the Power to change workshop about Community Improvement Districts. Could you let me know how to register?

Thank you

----- Original Message -----

Subject: Message to attendees of High Streets Challenge Workshop:  
Responding to the Climate Emergency  
Date: 2021-07-12 10:01  
From: "Mayor of London's Regeneration & Economic Development Team"  
<noreply@event.eventbrite.com>  
To: news@lifeinkilburn.com  
Reply-To: regenadmin@london.gov.uk

A Message from Mayor of London's Regeneration & Economic Development Team:

Hello,

We're looking forward to the High Streets for All Challenge Workshop: Responding to the Climate Emergency next week Thursday at noon.

Many thanks for confirming your attendance.

Please could you let us know which break-out room you'd like to join by emailing HighStreetsforAll@london.gov.uk.

If you don't have a preference, we'll assign you automatically. The options are as follows:

- \*
- \* 1. Green & Resilient Neighbourhoods
- \* 2. Healthy Food Neighbourhoods
- \* 3. Zero Carbon & Retrofitting
- \* 4. Zero Waste & Circular Economy

Best wishes,

The High Streets for All Team

HighStreetsforAll@london.gov.uk

HIGH STREETS CHALLENGE WORKSHOP: RESPONDING TO THE CLIMATE EMERGENCY [1]

Thursday, July 15, 2021 from 12:00 PM to 1:30 PM (BST)

View Order [2]

Organized by Mayor of London's Regeneration & Economic Development Team [3]

Questions about the event? Contact the organizer [4]

[5] [6] [7]

This email was sent to news@lifeinkilburn.com

Eventbrite [8] | 155 5th St, 7th Floor | San Francisco, CA 94103

Copyright (c) 2021 Eventbrite. All rights reserved.

[REDACTED]

---

**From:** High Streets for All  
**Sent:** 12 July 2021 14:18  
**To:** [REDACTED]  
**Subject:** FW: Message to attendees of High Streets Challenge Workshop: Connected Communities

-----Original Message-----

From: Life in Kilburn <news@lifeinkilburn.com>  
Sent: 12 July 2021 14:11  
To: High Streets for All <HighStreetsforAll@london.gov.uk>  
Subject: Fwd: Message to attendees of High Streets Challenge Workshop: Connected Communities

Hi,

Could I be assigned to group 1?

Thank you

----- Original Message -----

Subject: Message to attendees of High Streets Challenge Workshop:  
Connected Communities  
Date: 2021-07-09 10:02  
From: "Mayor of London's Regeneration & Economic Development Team"  
<noreply@event.eventbrite.com>  
To: news@lifeinkilburn.com  
Reply-To: regenadmin@london.gov.uk

A Message from Mayor of London's Regeneration & Economic Development  
Team:

Hello,

We're looking forward to the High Streets for All Challenge Workshop: Connected Communities next week Tuesday at noon. Many thanks for confirming your attendance.

Please could you let us know which break-out room you'd like to join by emailing HighStreetsforAll@london.gov.uk.

If you don't have a preference, we'll assign you automatically. The options are as follows:

- \*
- \* 1. Participatory Approaches & Partnerships
- \* 2. Understanding local Social Integration Needs
- \* 3. Designing for Social Integration

Best wishes,

The High Streets for All Team

HighStreetsforAll@london.gov.uk

HIGH STREETS CHALLENGE WORKSHOP: CONNECTED COMMUNITIES [1]

Tuesday, July 13, 2021 from 12:00 PM to 1:30 PM (BST)

[View Order \[2\]](#)

Organized by Mayor of London's Regeneration & Economic Development Team [3]

Questions about the event? Contact the organizer [4]

[5] [6] [7]

This email was sent to [news@lifeinkilburn.com](mailto:news@lifeinkilburn.com)

Eventbrite [8] | 155 5th St, 7th Floor | San Francisco, CA 94103

Copyright (c) 2021 Eventbrite. All rights reserved.

[REDACTED]

---

**From:** High Streets for All  
**Sent:** 01 July 2021 07:15  
**To:** [REDACTED]  
**Subject:** FW: Message to attendees of High Streets Challenge Workshop: A Public Welcome

-----Original Message-----

From: Life in Kilburn <news@lifeinkilburn.com>  
Sent: 30 June 2021 19:46  
To: High Streets for All <HighStreetsforAll@london.gov.uk>  
Subject: Re: Message to attendees of High Streets Challenge Workshop: A Public Welcome

Hello.

Could I be assigned to break-out room 2 or 4?

Thank you

On 2021-06-30 16:20, Mayor of London's Regeneration & Economic Development Team wrote:

> A Message from Mayor of London's Regeneration & Economic Development

> Team:

>

> Hello,

>

> We're looking forward to the High Streets for All Challenge

> Workshop: A Public Welcome tomorrow at noon. Many thanks for

> confirming your attendance.

>

> Please could you let us know which break-out room you'd like to join

> by emailing HighStreetsforAll@london.gov.uk.

>

> If you don't have a preference, we'll assign you automatically. The

> options are as follows:

>

> 1. Cultural Activation & Night Time Economy

>

> 2. Diversity in the Public Realm / Space for Young People

>

> 3. Thresholds & Interiors

>

> 4. Meanwhile Interventions to Permanent Spaces

>

> Best wishes,

>

> The High Streets for All Team

>

> HighStreetsforAll@london.gov.uk

>

> HIGH STREETS CHALLENGE WORKSHOP: A PUBLIC WELCOME [1]

>

> Thursday, July 1, 2021 from 12:00 PM to 1:30 PM (BST)

[REDACTED]

---

**From:** news  
**Sent:** 23 June 2021 13:47  
**To:** High Streets for All  
**Cc:** [REDACTED]  
**Subject:** Re: High Streets for All Challenge

We are very happy to have been selected to bring forward our work on Kilburn High Road.

Looking forward to meeting all involved.

Yours Sincerely

[REDACTED]

On 2021-06-21 13:42, High Streets for All wrote:  
> GREATER LONDON AUTHORITY NOTICE:  
> The information in this email may contain confidential or privileged  
> materials. For more information see  
> <https://www.london.gov.uk/about-us/email-notice/>

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 22 June 2021 16:07  
**To:** High Streets for All  
**Cc:** [REDACTED]  
**Subject:** RE: High Streets for All Challenge

Hi [REDACTED]

This is wonderful news, and I look forward to taking it to the next stages with [REDACTED]. As we get a clearer sense of what can be done then I will bring in wider parts of the team work on and around arches here, as well as our design team, DK-CM, as soon as they are appointed (going through finance committees over the coming weeks).

Thanks for sharing, and I'll keep in confidence for now,

---

**From:** High Streets for All <HighStreetsforAll@london.gov.uk>  
**Sent:** 21 June 2021 13:38  
**To:** [REDACTED] <[REDACTED]@tfl.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** High Streets for All Challenge

Dear [REDACTED]

### High Streets for All Challenge

Thank you for your recent Stage 1 response to the High Streets for All Challenge to 'put your high street on the map'.

We have been very encouraged by the level of interest in the programme and the quality of the responses that we have received. In total, there were 110 responses to bring forward and co-design innovative high street recovery strategies and proposals.

We have received two submissions which are located in Kilburn in the London Borough of Camden. Rather than limiting the selection to one response, we would like to invite both projects to meet with Council officers and the GLA to work together on a joined-up Stage 2 exemplar project for your local area.

We believe there is a fantastic opportunity to collaborate on some of the shared challenges, making use of your collective networks, experience and assets and best use of the proposed allocation of £20,000 for Acton High Street to help develop and grow the local high street partnership, engage locally, build capacity, and co-design the spatial brief for the high street strategy.

The GLA Regeneration Team have asked Camden Council to convene a partnership to work on a Stage 2 exemplar over the summer. [REDACTED] (cc'd) will be in touch soon to arrange a virtual meeting with GLA officers and the other projects to explore this further. We hope that you are agreeable to this approach.

During Stage 2 you will be able to call on support offered by the GLA and its mission partners via a programme of workshops and the Challenge Expert Panel, which brings together GLA policy leads and advisors from a range of disciplines and sectors.

We are scheduling a series of thematic workshops for the successful partnerships before the summer school holidays. These are currently planned as online sessions as follows, with further details to follow.

Workshop 1: A Public Welcome	Thursday 1 July – 12.00-1.30pm
Workshop 2: Innovative Places of Exchange	Tuesday 6 July – 12.00-1.30pm
Workshop 3: Generating Social Value	Thursday 8 July – 12.00-1.30pm

Workshop 4: Connected Communities	<i>Tuesday 13 July – 12.00-1.30pm</i>
Workshop 5: Responding to the Climate Emergency	<i>Thursday 15 July – 12.00-1.30pm</i>

We are committed to ensuring that the High Streets for All Challenge embraces the experiences and aspirations of Londoners, and have created opportunities for them to share their ideas for the future of their neighbourhood, high streets and public spaces on our online community, Talk London: <https://www.london.gov.uk/talk-london/high-streets-all?nid=651#tab-ideas>. Nearly 3,000 people have taken part and more than 150 ideas have been submitted. We are happy to discuss whether we can help to promote your engagement activities at a local level or to showcase the work you are doing to engage local residents in the Challenge.

Completed applications for additional Stage 3 funding must be received by **4 pm on Monday 18 October 2021**. We will confirm details of this application process separately.

We will be making an announcement on the High Streets for All Challenge in due course, as such, we would like to highlight that this information is confidential and under embargo. We'll let all successful exemplar projects know when the embargo is lifted, in case you are planning any media announcements and/or social media outreach.

Yours sincerely

■■■■ ■■■■

**Area Manager NE | Programme Director Good Growth by Design  
Regeneration and Economic Development**

GREATERLONDONAUTHORITY

City Hall, The Queen's Walk, London SE1 2AA

020 7983 ■■■■ | ■■■■

**[london.gov.uk](https://www.london.gov.uk)**

■■■■ [london.gov.uk](https://www.london.gov.uk)

**NHS health information and advice about coronavirus can be found at [nhs.uk/coronavirus](https://www.nhs.uk/coronavirus)**

**The GLA stands against racism. Black Lives Matter.**

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 21 June 2021 14:51  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: High Streets for All Challenge - Stage 2 exemplar projects

Hi [REDACTED] and [REDACTED]

Following up on this – I can see that you’ve been cc’d into the response emails to the successful exemplar projects. Let me know if you have any questions arising from that email.

I wanted to give you the heads up that I’m going to reach out to Simon at CTU today and to check whether you’ve had any initial conversations with him? I’ll hopefully agree at time with him this week to talk through the Designing London’s Recovery programme - would either of you like to attend that meeting?

Thanks,

[REDACTED]

[REDACTED]

**Senior Project Officer, NW Area Team,  
Regeneration and Economic Development  
GREATERLONDONAUTHORITY  
City Hall, The Queen’s Walk, London SE1 2AA  
DD: 020 7084 [REDACTED] Mobile: [REDACTED]**

**london.gov.uk**  
[REDACTED] [london.gov.uk](https://www.london.gov.uk)

---

**From:** High Streets for All <HighStreetsforAll@london.gov.uk>  
**Sent:** 18 June 2021 09:38  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** Louise Duggan <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Subject:** RE: High Streets for All Challenge - Stage 2 exemplar projects

Hi [REDACTED]

Yes – completely understood that you will be convening the discussion with the Kilburn projects and that you want to lead the partnership going forward. This will be communicated to the two projects. We will copy you in.

[Remainder of email chain duplicates]

**From:** [redacted] <[redacted]@camden.gov.uk>  
**Sent:** 02 June 2021 16:35  
**To:** High Streets for All  
**Cc:** [redacted] Louise Duggan; [redacted]  
**Subject:** HSFA - Camden Stage 1 appraisal  
**Attachments:** Camden.xlsx

Hi,  
Thanks for sharing the details of the Camden based proposals with us, there are some really interesting ones received and we'd be keen to progress as many as we can through alternative avenues.

In terms of the exemplar location to progress, we would envisage this being Kilburn, based on the bids received for this area. We would propose that Camden acts as the lead authority in progressing the area through Stage 2, working with each of the organisations that have submitted proposals, as well as actively seeking to broaden the partnership. This might also include drawing in proposals that were put forward for other areas where there wasn't a clear geographical preference (e.g. Matt + Fiona).

We appreciate that this location lies on a borough boundary, and we have also discussed with Brent. I understand they're potentially looking at a different location to prioritise for the fund, but would be keen to work with us as a partner on developing a strategy for Kilburn through the HSFA. Happy to discuss further on how this might work.

Happy to discuss also on how the final decision will be made and communicated, is this something that the GLA will be updating proposers on, or boroughs? We would be keen to discuss with individual proposers in other locations how we can support them to develop their projects and partnerships through other means. I'm aware that there are other opportunities with deadlines approaching (e.g. Designing London's Recovery), so it would be good to be able to signpost organisations to these routes in good time as appropriate.

Many thanks,

[redacted]  
[redacted]  
Economic Development Officer  
Regeneration and Planning  
Supporting Communities  
London Borough of Camden

Telephone: 020 7974 3672  
Web: [camden.gov.uk](https://www.camden.gov.uk)

8th Floor  
5 Pancras Square  
5 Pancras Square  
London N1C 4AG



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

### Stage 1 appraisal

[illegible]

[REDACTED]

---

**From:** [REDACTED] <[REDACTED]@camden.gov.uk>  
**Sent:** 21 May 2021 17:29  
**To:** High Streets for All  
**Cc:** Louise Duggan; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]  
**Subject:** RE: HSFA - additional cross borough bid for Kilburn High Rd

Hi,  
Thanks for sharing these, that's really helpful. I just wanted to clarify a couple of queries in our assessment of these proposals:

- Are we scoring the proposals wholly on how fully they meet the GLA's fund criteria, or also with respect to borough context?
- In terms of our recommendation, is this based on our scores (+ GLA strategic fit) alone, or should we be making a recommendation of how we see exemplars being progressed (e.g. if there are two proposals for a given location, separately they may score less, but combined they may offer a more compelling overall opportunity than a single proposal for another area)?
- On the partnership element of proposals, should we be scoring them wholly on their existing partnerships, or their ambition?
- In the situation that we do have cross-borough proposals, the guidance suggests that this could give way to more than one exemplar being promoted – should we be making this clear in our recommendation?

Many thanks,

[REDACTED]  
[REDACTED]  
Economic Development Officer

Telephone: 020 7974 3672



The majority of Council staff are continuing to work at home through remote, secure access to our systems. Where possible please communicate with us by telephone or email.

---

**From:** High Streets for All <HighStreetsforAll@london.gov.uk>  
**Sent:** 21 May 2021 15:28  
**To:** [REDACTED] <[REDACTED]@camden.gov.uk>; [REDACTED] <[REDACTED]@camden.gov.uk>  
**Cc:** Louise Duggan <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** HSFA - additional cross borough bid for Kilburn High Rd

**[EXTERNAL EMAIL]** Beware – This email originated outside Camden Council and may be malicious Please take extra care with any links, attachments, requests to take action or for you to verify your password etc. Please note there have been reports of emails purporting to be about Covid 19 being used as cover for scams so extra vigilance is required.

Dear [REDACTED] and [REDACTED]  
It has come to our attention that we have further cross-borough bid with Brent: Kilburn High Road. Please see attached. Could you please add this to your appraisals.

Regards  
The High Streets for All Team

**NHS health information and advice about coronavirus can be found at [nhs.uk/coronavirus](https://www.nhs.uk/coronavirus)**

**The GLA stands against racism. Black Lives Matter.**