

# GREATER LONDON AUTHORITY

██████████

(By email)

Our Ref: MGLA180221-6343

29 March 2021

Dear ██████████

Thank you for your request for information which the Greater London Authority (GLA) received on 17 February 2021. Your request has been dealt with under the Freedom of Information Act 2000.

You asked for;

*Please provide details of any and all correspondence between the GLA, and Brent Council / South Kilburn Trust, relating to the Granville and Carlton redevelopment.*

*Please include all funding applications (both successful and unsuccessful) submitted by Brent Council and South Kilburn Trust related to the centres, and any supporting documents associated with these funding applications.*

Our response to your request is as follows:

I have placed the information within scope of your request on to our Disclosure Log due to the volume and file sizes:

<https://www.london.gov.uk/what-we-do/eir-good-growth-granville-carlton-mar-2021>

After careful consideration, we have decided that some of the information covered by your request is exempt information by virtue of the disclosure-exception provisions found under regulation 12(5)(e) of the EIR.

Regulation 12(5)(e) applies when disclosure would adversely affect the confidentiality of commercial or industrial information where such confidentiality is provided by law. We consider that the redacted information is commercial or industrial in nature. The redacted information relates to detailed budget information.

The information is covered by the common law obligation of confidentiality, the information is not trivial in nature, nor is it in the public domain. The redacted Information is therefore to be protected by confidentiality provided by law. Disclosure of the information would inevitably harm the confidential nature of it and therefore the exemption at Regulation 12(5)(e) is engaged in respect of disclosure of the redacted information.

Regulation 12(5)(e) constitutes as qualified exemption from our duty to disclose information under the EIR, and consideration must be given as to whether the public interest favouring disclosure of the information covered by this exemption outweighs the public interest considerations favouring maintaining the exemption and withholding the information.

The GLA acknowledges that there is a public interest in the activities being undertaken with regards to the £70 million regeneration programme to support growth and community development in London. However, it is not in the public interest to release information which would be likely to prejudice the Council's commercial interest during live procurement exercises.

We therefore find that the public interest is therefore balanced in favour of non-disclosure of the redacted information because of the harm its release would cause. If you have any further questions relating to this matter, please contact me, quoting the reference MGLA180221-6343

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

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>

[REDACTED]

---

**From:** [REDACTED] <[REDACTED]@brent.gov.uk>  
**Sent:** 02 October 2015 11:55  
**To:** London Regeneration Fund  
**Subject:** London Regeneration Fund bid submission - London Borough of Brent Council  
**Attachments:** 01.10.2015 London Regeneration Fund - Chief Finance Officer signature Brent Council.pdf; 2015\_LRF\_milestone-and-funding-schedule v2 300915.xls; LRF Annex 1- Letter 30 September 2015 SKTrust.pdf; LRF Annex 2 - OKC letter of support.pdf; LRF Annex 3 - MoU 01Oct2015.pdf; LRF Annex 4 - Property and Socio Economic Review 011015.pdf; LRF Annex 5 - Initial Design Proposals - 643.01-06A-GLA-150924.pdf; LRF Annex 6 - Summary key data 021015.pdf; LRF application form v11 021015.pdf

**Importance:** High

**Follow Up Flag:** Follow up

**Flag Status:** Flagged

Dear Sir or madam,

London Regeneration Fund

Please find attached herewith our completed and signed Application Form with regard to the London Regeneration Fund

As set out in the Application, please also find attached herewith -

A completed funding and milestone schedule (Excel spreadsheet)

A signed letter from our Chief Finance Officer agreeing to the financial forecasts proposed.

Further Supporting information:

Annex 1 – South Kilburn Trust’s Letter of Support

Annex 2 – OK Club’s Letter of Support

Annex 3 – Memorandum of Understanding between all parties

Annex 4 – Property and Socio Economic review

Annex 5 – Initial design proposals

Annex 5 – Schedule of Areas and Expenditure

With regard to the Data Protection Act and Freedom of Information Act – we have ticked the boxes under Item B of that Section

With regard to the Other Information which we consider to be Confidential Information – that relates to Annex 1 and 2 (letters of support from the South Kilburn Trust and the OK Club), Annex 3 – the Legal MoU Agreement; Annex 5 – the initial design proposals; and Annex 5 the expenditure schedules

This is because these represent confidential and sensitive information at this stage of the process, which for reasons of commercial sensitivity should not be made public , until it is known whether funding is available and the scheme can proceed

If you require any further information from us in this respect, please let me know

Kind regards

[REDACTED]

[REDACTED]

Head of Employment and Skills  
Housing and Employment  
London Borough of Brent

[REDACTED]

[REDACTED]

Web: [www.brent.gov.uk](http://www.brent.gov.uk)

The Brent Magazine should be dropping through your letterbox one day soon, so do keep an eye out for it for all the latest in your free magazine about life in Brent. If you have access to the internet, why not find out more on [www.brent.gov.uk](http://www.brent.gov.uk), or like us on [www.facebook.com/BrentCouncil](https://www.facebook.com/BrentCouncil) or follow us on [www.twitter.com/Brent\\_Council](https://www.twitter.com/Brent_Council).

--

The use of Brent Council's e-mail system may be monitored and communications read in order to secure effective operation of the system and other lawful purposes.

---

This message has been scanned for viruses by the Greater London Authority.

Click [here](#) to report this email as spam.

---

# LONDON REGENERATION FUND APPLICATION FORM

This form should be used when applying for funding from the **London Regeneration Fund**.

[www.london.gov.uk/LondonRegenerationFund](http://www.london.gov.uk/LondonRegenerationFund)

Please complete this form as fully as possible and return, with supporting information, to [LondonRenerationFund@London.gov.uk](mailto:LondonRenerationFund@London.gov.uk).

**Applications must be received by midday on Friday 2 October 2015.**

A valid application must include:

- A completed copy of this form including the signed declaration at the end (a digital signature will suffice)
- A completed funding and milestone schedule (Excel spreadsheet)
- A signed letter (digital scan or hard copy) from your Chief Finance Officer or equivalent agreeing to the financial forecasts proposed.

You may also include:

- Letters of support from relevant stakeholders
- Additional documents or reports that will allow you to more clearly communicate your ideas.

The prospectus and supporting information can be downloaded from [www.london.gov.uk/LondonRegenerationFund](http://www.london.gov.uk/LondonRegenerationFund)

If you require further information, clarification or have any queries, please contact us at [LondonRenerationFund@London.gov.uk](mailto:LondonRenerationFund@London.gov.uk).

Your application will be appraised based on your performance across each section of the application form which are weighted as below:

1. Project description (40 per cent)
2. Deliverability (30 per cent)
3. Value for money (30 per cent).

Each question will be scored as follows:

- Excellent – 5  
Outstanding response, exceeds expectations, adds value, full confidence
- Good – 4  
Good response, which meets all requirements and gives some confidence
- Acceptable – 3  
A satisfactory response, which meets the basic requirements
- Poor – 2  
Only some of the requirements met
- Very poor – 1  
Unacceptable, an unsatisfactory response
- No submission – 0  
No information is provided.

The final score will be used by the Mayor, London Enterprise Panel and a moderation panel to assist their decision on which projects are to be recommended for funding.

## GENERAL INFORMATION

Name of organisation: London Borough of Brent

Type of organisation: Local Authority

Registered company or charity number (if relevant): n/a

Address: Brent Civic Centre, Engineers Way, Wembley, London HA9 0FJ

Name of contact person: [REDACTED] [REDACTED]

Position held: Head of Employment and Skills

Telephone number: [REDACTED]

E-mail address: [REDACTED]@brent.gov.uk

Other organisations involved: South Kilburn Trust, The Oxford Kilburn Youth Club (OK Club)

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

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

Please list the supporting information you are including with your application. Be sure to attach separate documents if necessary.

Supporting information:

Annex 1 – South Kilburn Trust's Letter of Support

Annex 2 – OK Club's Letter of Support

Annex 3 – Memorandum of Understanding between all parties

Annex 4 – Property and Socio Economic review

Annex 5 – Initial design proposals

Annex 5 – Schedule of Areas and Expenditure

Please indicate if you are interested in taking part in a combined application for ERDF funding. Please ensure your project objectives are aligned with those of the ERDF first. ☒

For further information about ERDF please see the operational programme available from [www.gov.uk/government/publications/draft-european-regional-development-fund-operational-programme-2014-to-2020](http://www.gov.uk/government/publications/draft-european-regional-development-fund-operational-programme-2014-to-2020) and the LEP webpages <https://lep.london/european-structural-investment-funds>.



## 1. PROJECT DESCRIPTION (40 PER CENT)

### 1.1. Place

The new Enterprise Hub will be based in South Kilburn in the London Borough of Brent. South Kilburn is an area undergoing significant regeneration, with the creation of 2400 new homes, 1200 of them affordable, a new health centre, a new school, and new public realm. This in itself will create major social and economic change in the next few years

Brent and South Kilburn in particular do continue to have a number of socio economic challenges, including higher than average levels of deprivation, in particular with higher levels of child poverty, and higher levels of unemployment and incapacity to work<sup>1</sup>. However it is an incredibly diverse area, with 83% of the population from BME communities. Furthermore, over 90% of the businesses in the borough, are micro employers, with over 99% being SME's and there is a healthy business birth rate, with strong growth in new knowledge economy sectors (creative (particularly post production), cultural, and IT) . A more detailed analysis of the area is included in the attached Socio Economic annex

Brent Council are leading this Project, in partnership with the South Kilburn Trust who have a particular focus on providing flexible business space and a range of support services, and the OK Club, a provider of youth activities. The Partner's vision is for South Kilburn to be a vibrant area of London where people feel proud and happy to live, work, or play, and have access to the opportunities they need to achieve their aspirations. These objectives also link closely to other policy frameworks for the area, for example the Brent Regeneration Strategy (to “deliver transformational change across the borough, focusing on priority areas for investment and increasing the employment and income levels of residents”) and the Local Plan which highlights the need for workspace through the development process with a focus on growth areas. The need for workspace is also recognised within the LEP's Jobs and Growth Plan which sets out a number of strategic priorities including employment and SME support

In terms of the property market, the majority of the local “office” stock is concentrated in the north of the Borough and offers predominantly large, outdated premises, which are unsuited to modern business requirements. The preponderance of small local enterprises / entrepreneurs, (5 or less employees) is creating real demand for non-traditional / more flexible, managed workspace solutions, available on ‘easy-in/easy-out’ terms.

Detailed research into the available workspace provisions in South Kilburn / Brent (see Property Analysis annex attached) highlights relatively few developments serving this strong demand – however where provided, occupancy levels are good and there are very few options for micro and small businesses at “affordable” rates. The only workspace provision in South Kilburn is the temporary accommodation at South Kilburn Studios – which currently has over 30 occupiers (with a waiting list and drawing 40% of occupants from outside the South Kilburn area). However this site has always been earmarked

---

<sup>1</sup> IMD data (2011), ONS (2014)

as part of the wider redevelopment proposals in the area, which are expected to commence in the next year. This raises a major challenge for the future spatial requirement of these companies

It is, therefore, clear that there is a need for flexible, workspace provision within South Kilburn and the wider Brent area – and where possible that should be linked to the provision of readily accessible, pro-active business support and advice

In summary, South Kilburn is an enviable location, minutes from Kilburn Park and Queens Park stations, which supports the demand for small, flexible accommodation from a wide catchment area. The partners have been working together for some time to establish a joint venture arrangement, through which they can deliver very specific needs which will improve South Kilburn – the prospect of GLA funding to match with significant SKT and LBB funds is the one opportunity to deliver this innovative project

## 1.2. Project

How much are you asking for from the GLA? [REDACTED]

What is the total project value (GLA request plus match funding)? £ [REDACTED]  
(assumes revenue spend to the end of 2019/20)

When will the project begin? April 2016

When will the project complete? March '18 (for the capital spend)

### Description of the activity for which support is sought

The Project involves the construction, establishment and long term management of an innovative workspace / community scheme (known as the Enterprise Hub) which is aimed at serving both the local community and businesses by addressing the significant lack of good quality, small workspace provisions in the Borough. The area is already rich in active community groups and a new facility will help create a focal point and a stronger sense of identity for the local residents.

The plans which have been developed by the JV Partners, relate to a site on Denmark Road, NW6 and include the assembly and acquisition of the various freehold / leasehold interests of the existing land and buildings (part owned by the OK Club and part by LBB). Ultimately proposals include SKT taking the freehold interest in the Enterprise Hub site, to facilitate the refurbishment of the existing three-storey building and the demolition of the current gym, in order to permit the construction of two new buildings with enough space for the incorporation of the employment and community uses. LBB will take the freehold in the balance of the site, for mainly residential development purposes.

Brent Council are leading on the development phase of the scheme, while the Trust will take responsibility for the long term running and management of the Hub facility, which will consist of five distinct but integrated elements:

- A mix of creative workspace provisions, including an enterprise hub / business club, and dedicated self-contained office suites, available at market and affordable rents and operated as a long-term commitment by the South Kilburn Trust;
- A café, located within the business club space, which can be used by the local community and general public as well as a combined facility for the workspace element;
- Good quality youth space and community areas, run by the South Kilburn Trust and shared by the OK Club;
- Meeting rooms and community space, which can be booked and used by both the business occupiers and the local people for events and cultural gatherings;
- Office space to accommodate the spatial requirements to house both the OK Club and the South Kilburn Trust.

The need to achieve the long term viability / sustainability of the overall scheme to create an innovative mix of community and affordable / commercial space makes the funding, available through London Regeneration Fund, an essential driving force to deliver the project. The GLA's funding will be used to part fund the construction of the new space / refurbishment of the existing building – and will be matched with SKT's committed capital and revenue funding and LBB's road / public realm improvement funding to cover the land acquisition, and the balance of the construction / refurbishment aspects of the scheme. This would not be a commercially viable proposal in its own right and it will not go forward without GLA support. The LRF funding will however enable the above activities to happen as part of the wider regeneration of South Kilburn.

### 1.3. Objectives

What do you hope to achieve by the proposed project and how does it match the fund objectives described in the prospectus?

#### **The JV Partners Objectives**

The work which the JV Partners have undertaken in relation to this project over recent months, has highlighted the primary aims of the innovative Enterprise Hub scheme, which is looking to achieve the following objectives:

- provide improved workspace to start-ups and established businesses at both affordable and market rents;
- provide quality meeting space and network and training opportunities for businesses and local residents;
- provide business support to enable entrepreneurship and growth of locally specific industries and sectors;
- become an integral part of the wider regeneration of South Kilburn;
- serve as a focal point for the local community;
- engage and offer useful training and exciting activities to young people;
- offer space for local events and gatherings;

- have a lasting economic and social impact on the local business base and community.

The initiative also contributes towards the range of underlying **strategic issues** set out by the **LRF prospectus** as follows -

#### **Secure and create open workspace**

This initiative is particularly focused on taking an existing building, which is underused and falling into disrepair, and bringing it back to life through a comprehensive refurbishment, which can then serve as a base for local businesses and the community. In addition, two new buildings will provide the critical mass, necessary to make this workspace / community space project viable in terms of revenue / running costs in the long-term. The Trust also intends that any surpluses achieved in the future will be used to fund local initiatives and services, which will further increase the positive impact of this scheme.

#### **Enable / underpin good growth**

With the lack of similar, affordably priced provision in the area, this new facility is intended to encourage more entrepreneurs from the surrounding communities to set up new ventures, support the growth of existing businesses and create and safeguard local jobs.

#### **Innovate – and intensify places of work**

Apart from combining community, business and support uses, we will also work with tenant businesses to deliver a novel, community ‘giveback’ programme, as part of their tenancy agreement. This will provide and promote traineeships, training events, workshops and involve the offer of “commercial time” in order to support other regeneration initiatives in the area. This unique feature will help to integrate community and business uses, and to improve and unlock the skills and potential of South Kilburn’s residents. It will also develop a culture with the young to consider the opportunities to establish their own business – or to work for an SME. The work of the OK Club will specifically look to build stronger community links between people and businesses and also make better use of available local assets.

#### **Pilot change - be part of a wider long term effort to improve the place**

Another critical consideration, is that South Kilburn is currently undergoing comprehensive regeneration, all around the site of the proposed Hub, which will provide 2,400 homes, of which around 1,200 will be made available to new, private residents. With a significant change in the demographics / socio economic characteristics of the area, and the built environment - the proposed workspace and community hub will bring all future residents and businesses together and shape the future of the area.

#### **Encourage proactive stewardship**

SKT will proactively manage the combination of community and various types of business space that they have available – as flexibly as possible, making sure that they can respond to tenant needs at different points in time. Linked with the provision of on-site Business Support / mentoring, this will establish very close links between SKT and its range of tenants / business club members in this category. Some spaces will also be specifically reserved for affordable occupation (rents starting low and stepping up over a period of

time) – and at certain points in a business’s development – they will be encouraged to consider moving into more suitable accommodation

SKT will also consider whether in appropriate cases, it may be right for them to invest in a business direct (on an equity basis) where this presents a real opportunity for growth and local employment / economic and social impact. The Trust is also hopeful that the success of this potential scheme will unlock the possibility for their involvement in other future schemes in the area.

#### **Be appropriate to a place -**

Given the changing physical and socio economic characteristics of the area (as major redevelopment takes place over the next 5 years) the proposed Hub will contribute significantly towards the new environment – by creating a new facility for old and new residents alike, by creating a new focal point for the community, and addressing the significant lack of workspace provision in South Kilburn and wider Brent. It will also accommodate the growing sectors in the area, as identified in the LEP Jobs and Growth Plan, including creative industries and professional & technical services.

It also plays to the area’s excellent communication links with central London, where there are extensive networks and clusters of those sectors S Kilburn is seeking to support - and helps redress the net out-commuting patterns (32,000) Finally it will provide the right accommodation in the right place – meeting the needs of some of the 30 businesses / individuals who will be displaced when the temporary SK Studios close over the next few months.

In summary, this project will have a lasting impact on the local community through the sustained operation of the business club and self-contained office units to meet both current and future demand, resulting from the wider regeneration of the area. The mix of uses, including the amenity space and café area, will create a vibrant atmosphere of collaboration and community spirit, much needed in South Kilburn.

### **1.4. Outputs and outcomes**

Choose appropriate outputs and outcomes from the list and quantify the level of impact your project will have.

You should describe how your project will lead to the outputs and outcomes chosen and explain why you think they are achievable.

The Enterprise Hub initiative will deliver a number of specific outputs and outcomes, across its range of business, community and youth activities. These have been specifically selected as appropriate to the functions to be undertaken in the Hub, and are set out in the Table below, including an assessment of numbers to be delivered over the initial years of the initiative.

The outputs are considered fully achievable, based on the experience of SKT and the OK Club, running similar workspace and youth initiatives over recent

years, and from the clear levels of demand that have been identified in considering the Hub concept (see attached workspace supply and demand annex).

An overarching Monitoring and Evaluating Framework will be established by SKT for the Enterprise Hub initiative as a whole, which will draw information from LBB in respect of the physical works, and will then be updated annually by SKT as the scheme is managed and evolves over future years.

Further guidance on outputs and outcomes is available at [www.london.gov.uk/LondonRegenerationFund](http://www.london.gov.uk/LondonRegenerationFund).

Outputs / outcomes	Baseline	Target	Monitoring Approach	Information Collected
<b>Construction / Delivery Outputs</b>				
<b>67 construction jobs</b>	0	These construction jobs will be created in the construction process.	The monitoring of the construction process will be a responsibility of LBB and fed into SKT's overall project monitoring	Standard employment data from all contractors on site will be collected by LBB
<p><b>Public realm/transport works to roads</b> around the Peel Precinct to create two-way traffic flow, with associated public realm improvements.</p> <p><b>Public realm / landscape improvements</b> through the refurbishment of the existing building and new build – some 175 sq m of hard and soft <b>Landscaped gardens will be created</b> to serve the local community and occupiers, using the facilities.</p>	<p>Current one-way road network providing access to the proposed Hub site – and poor public realm outside the current buildings</p> <p>The current OK Club building does have an area of unkempt grass outside the existing buildings – which is used in a limited way.</p>	<p>The public realm/ transport works are to be undertaken in 2016/17 to help promote the Hub scheme and provide a significantly improved setting / image for the new development</p> <p>The other scheme-specific public realm/ landscape improvement works will be completed as part of the Hub construction process and delivered in 2016/17.</p>	<p>The monitoring of the construction process will be a responsibility of the LBB and fed into SKT's overall project monitoring.</p> <p>This will be achieved through careful monitoring of progress throughout the construction process – from design to delivery.</p> <p>The architects will produce detailed plans, drawings against which delivery will be monitored (preliminary proposals</p>	Data from the contractors / site agents will be collected by LBB



			attached separately).	
<b>One building refurbished – 400 sq m of refurbished floorspace</b>	<p>Current structure currently exists but is in poor repair which is impacting upon the type and longevity of uses</p> <p>This site and existing building will not benefit from any improvements without the required intervention.</p>	The exterior and interior of the existing building will be refurbished, contributing to the wider public improvements in the area and preventing this landmark building from falling into further disrepair.	<p>The monitoring process will be a responsibility of the LBB who will run the refurb contract. This will be achieved through careful consideration throughout the construction process – from design to delivery.- and fed through to SKT</p> <p>The architects will establish detailed plans / spec against which this will be monitored – preliminary drawings are attached separately).</p>	Information from the architects, surveyors and contractors will be collected by the LBB and fed into SKT who will be monitoring the whole project
<b>1,100 sq m of newly constructed commercial floorspace,</b>	This is new construction A nearby workspace / studio scheme will be redeveloped over the next 6 months as part of the wider regeneration in the area.	These works will be completed in Spring 2018.	The monitoring process for the new build will be a responsibility of the LBB – who will feed through appropriate details to SKT, who are responsible for overall monitoring and evaluation	Numerical data from the contractors will be collected by the LBB
<b>Match funding of [REDACTED] is secured for the delivery of this scheme.</b>	0	The South Kilburn Trust is prepared to provide [REDACTED] of capital and revenue costs finance to deliver this scheme and London Borough of Brent has committed [REDACTED] to fund	The monitoring process in respect of GLA's funding, will be a responsibility of the LBB. The Trust will provide matched funding to cover the outstanding capital and revenue costs.	Financial information of the capital spend will be carefully monitored by LBB and fed through to SKT's overall monitoring framework

		public realm improvements.		
<b>Operation of the Building – Outputs</b>				
101 new jobs and safeguard further 27 existing jobs. It is expected that with accommodation of this nature – there will be opportunities over the initial years to encourage businesses within the Hub to move-on into other premises in the area (to be promoted as part of the wider redevelopment proposals), or for others to fail. This “churn” component could be expected to involve say 15% - 20% of tenants – with a subsequent overall increase in jobs growth generated by the Hub. Over the first 5 yrs that could create an additional 50 – 60 jobs	0  Without this intervention, it is not likely that any new jobs will be created on site.  With the redevelopment plans for the SK Studios, the physical deterioration of the OK Club’s existing building and the limited growth opportunities for the SKT, jobs may be lost in the area.	Aim to achieve this letting / occupation target in the next 2-3 years.  The expectation is to retain / safeguard a proportion of the existing businesses and their employees from the South Kilburn Studios – together with core staff from SKT and the OK Club.	The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the space. This will feed into SKT’s overarching Monitoring and Evaluating Framework - updated annually with the assistance of the OK Club with regard to the youth/community facilities.	Numerical data from the operation of the business club and workspace will be collected by the South Kilburn Trust in order to be evaluated every 12 months.
<b>109 businesses will be supported (primarily expected to be 1 / 2 person businesses within the Hub)</b> through the provision of new good quality premises and	Three will be a very limited business support offer without this new facility, particularly in light of the redevelopment of the South Kilburn Studios to residential.	It is estimated that the workspace scheme will open doors in Spring 2018 to provide good quality workspace and business support through the	The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the space. This will feed into SKT’s overarching Monitoring and Evaluating Framework for	Numerical data from the operation of the business club and workspace will be collected by the South Kilburn Trust in order to



business support offer through the South Kilburn Trust. (as discussed above with 'churn', this figure could rise by 25-30 over 5 year period.)		South Kilburn Trust.  The scheme will also provide community accommodation, required for the wider operations of the South Kilburn Trust and the OK Club.	the initiative as a whole - which will be updated annually with the assistance of the OK Club regarding the youth/community facilities.	be evaluated and compared every 12 months.
<b>64 desk spaces and 22 self-contained office suites</b> will be provided in the newly refurbished/constructed space.	0	It is estimated that the workspace scheme will open doors in 2018 to provide good quality workspace and business support through the South Kilburn Trust.  The scheme will also provide office accommodation, required for the operations of the South Kilburn Trust and the OK Club.	The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the space. An overarching Monitoring and Evaluating Framework will be updated annually.	Numerical data will be collected by the South Kilburn Trust.
<b>Building Management / Wider Impact Outputs / Outcomes</b>				
<b>Business support</b> – the provision of advice, mentoring and other services to a range of businesses, within the Hub (and potentially remotely).  This offer could provide assistance to a significant number of local	None	The aim of this scheme is to encourage entrepreneurship and support economic growth by helping SMEs improve their chances of growth to create employment and improve business sustainability rates.	The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the space. This will feed into an overarching Monitoring and Evaluating Framework, which will be updated annually with the assistance of the OK Club with	Numerical data from the operation of the business club and workspace will be collected by the South Kilburn Trust in order to be evaluated every 12 months.

residents and businesses.			regard to the youth/community facilities.	
<p><b>Training</b></p> <p><b>Over 50 trainee placements</b> could be made on an annual basis.</p> <p><b>Skills workshops/ Seminars</b></p> <p>Activities for young people and other community members to improve and gain work specific skills and training</p> <p>Various job experience activities and training - through the hub's business occupiers</p> <p>Workshops and seminars to improve the skills offer/ and career expectations.</p>	Currently limited provisions through the South Kilburn Trust and the OK Club.	<p>To utilise space within the Hub to encourage activities for young people and other community members to improve and gain skills and give them the opportunity to train in the creative industries.</p> <p>The trainee placements could lead to increased confidence / knowledge within the trainees used during the year, and higher prospects for them to secure a more permanent job.</p> <p>Various activities and training will be provided through the Giveback scheme, engaging the business hub's occupiers with the community.</p> <p>Workshops and seminars will be organised regularly to improve on the skills offer/ career</p>	The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the space. An overarching Monitoring and Evaluating Framework will be established, which will be updated annually with the assistance of the OK Club with regard to the youth/community facilities.	Numerical data from the operation of the business club and workspace will be collected by the South Kilburn Trust in order to be evaluated every 12 months.

		expectations in the area.		
<b>Community Events</b>  More than <b>50 workshops per year</b> with some <b>500 residents being engaged</b> locally.	Currently limited provisions through the South Kilburn Trust and the OK Club.	The new hub will provide community and civic space, where different business, community and cultural events will be organised to engage all users and the wider local community.  All tenants will run 1 or 2 workshops or events, sharing their skills with the community.	The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the space. An overarching Monitoring and Evaluating Framework will be established, which will be updated annually with the assistance of the OK Club with regard to the youth/community facilities.	Numerical data from the operation of the business club and workspace will be collected by the South Kilburn Trust in order to be evaluated every 12 months.
<b>Improved social connections</b>	No or negative social impact with change in demographics and lack of quality business and community facilities.	An important aim of this project is to increase the social cohesion in the area, which is about to undergo a holistic transformation.  An increase in the workspace and other activities offer in the area will eventually improve living standards, skills and the social connections in the area.	The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the space. An overarching Monitoring and Evaluating Framework will be established, which will be updated annually with the assistance of the OK Club with regard to the youth/community facilities.	Numerical data from the operation of the business club and workspace will be collected by the South Kilburn Trust in order to be evaluated every 12 months.

## 2. DELIVERABILITY (30 PER CENT)

### 2.1. Team

Anticipated lead delivery organisation: London Borough of Brent

Other participating organisations: South Kilburn Trust

How will the project be managed (up to 2 sides of A4)?

#### The Overall Team -

As set out earlier in this application, the scheme is being structured through a JV agreement between the key partners. Agreements between the parties are already in place to secure the OK Club site (exclusivity agreement with SKT) and to work up detailed proposals over the next 2 months, and secure a full JV Partners Agreement by December 2015.

It should be noted that the JV Partnership will also be promoting the wider residential development on the site around the Hub building - and ideally all components would go ahead together – however this is not essential and if the Enterprise Hub needs to - then it could proceed independently.


A critical path programme has been considered and the partners believe that the GLA's timescales can be fully met, with construction commencing in Q2 2016 and completion of construction (and the commitment of GLA funding) by the end of March 2018. A headline critical path is set out below -

	2015			2016				2017		2018	
	O	N	D	Q1	Q2	Q3	Q4	Q1	On	Q1	On
JV Agreement											
GLA Decision											
Land acquisitions / swaps											
Sign GLA funding Agreement											
Design, Planning and Building Regs etc											
Tender Procurement											
Sign development contracts - start on site											
Construction period - to PC											
Marketing and lettings strategy											
Lettings and occupations											
Ongoing management and other activities											

#### Roles and Responsibilities –

The delivery and future operation / running of the Hub will be entirely undertaken through the Partners, and it is not intended that there will be any requirements on the GLA, except for administering their funding allocations.

London Borough of Brent	South Kilburn Trust	OK Club
Role		

Scheme applicant for GLA funding Freehold owner of – • part of the site required for the Hub (SKT land swap) • adjacent land for adjoining residential scheme	Proposed freehold owner of the majority of the Hub site (incl the existing building) Over-arching project manager for the development of the Hub	Original freehold owner of the site / building currently forming the OK Club – to be sold in the main to SKT, with the balance transferring to LBB
<b>Responsibilities</b>		
Appointing the professional team to design, secure planning and procure a suitable tender for the Hub's construction	Long term owner, promoter and manager of the Enterprise Hub Provider of business support services	Promoter of youth activity programmes within the Hub
Entering into a development contract for the Hub Provider of funding for external road / public realm	Provider of funding for land acquisitions, part capital funding and all revenue funding	
		
<b>Joint Venture</b> <u>Set out the objectives of all 3 parties</u> <u>Set out the responsibilities commitments of the parties (as above)</u> <u>Set up a "board" in order to run / oversee the development of the Enterprise Hub</u>		

The above roles, very much play to the respective strengths of the partners and their experience / track record over recent years – to ensure overall delivery

The overall scheme delivery will be overseen by a JV Board to be established by the partners (two members per party), which will meet regularly during design and construction of the project (monthly) and will be responsible for both monitoring progress and taking key decisions in terms of legal and financial commitments.

Brent Council will be the contracting party for the development of the building (professional team / contractor / developer etc). SKT will adopt a broad Project Management role (overseeing the interface between partners and their commitments, monitoring progress and running the JV Board).

LBB will arrange for the procurement and appointment of professionals -

- All legal advice will be handled by LBB's legal team / solicitors e.g. advice where necessary on any building contract or appointment related matters
- An architect to undertake both the outline and detailed design of the project
- An engineer, quantity surveyor and any other advisers considered necessary to provide full planning / construction details.[appointed by LBB / via architect]
- The architect will obtain all planning (and other statutory) approvals
- The architect will supervise the procurement of the contractor – including full tender documents and for complying with LBB's procurement procedures
- The architect / QS will be responsible for analysing all valid tenders submitted
- Prior to placing the contract for the works, LBB will appoint an Employers Representative to oversee the progress of the scheme / compliance etc
- The Employers Representative will report regularly to LBB, the SKT's project manager, and issue reports to all meetings of the Board

In the lead up to completion of the Hub – SKT will commence a marketing campaign. It will also draw up a detailed management plan / budget for the building and recruit / appoint a Centre Manager, and a “managing agent” who will take responsibility for the core tasks of negotiating letting agreements and arranging the repair / maintenance of the building

Once the Hub has achieved PC, the completed development will be handed over to SKT, to commence lettings and the delivery of other activities. The OK Club will also take up occupation and commence youth activities. SKT will continue to perform this management role for the foreseeable future

Proposed funding for the project from the Partners can be summarised as –

<b>PROPOSED FUNDING SOURCES -</b>	
<b>SKT</b>	
ACQUISITION COSTS	██████
CAPITAL BUILD COSTS	██████
REVENUE COSTS (FIRST 2.25 YRS OF PROJECT)	██████
TOTAL	██████
<b>LBB</b>	
External road & paving works	██████
<b>GLA</b>	
CAPITAL BUILD COSTS	██████
<b>OVERALL PROJECT TOTALS</b>	██████

A detailed monitoring and evaluation framework will be established from the start of the project, (to be prepared by the South Kilburn Trust) and used by Brent Council as accountable body to report outputs to the London Regeneration Fund. Project outcomes will be recorded against a baseline position and keep separate account of activities and financial budgets delivered through the project.

## 2.2. Milestones and funding schedule

Clear, achievable milestones (key stages in the delivery of the project that will demonstrate progress) and a spend forecast should be provided in the Excel spreadsheet available from [www.london.gov.uk/LondonRegenerationFund](http://www.london.gov.uk/LondonRegenerationFund).

All GLA spend must be completed on or before 31 March 2018. An additional 12 months – financial year 2018/19 – is allowed in order collect and validate output and outcome data, during which match funding can also be spent. If relevant, milestones should still be included for activity in financial year 2018/19 even though GLA funding will not be available.

**Additional comments:** The GLA’s funding (as proposed) is entirely related to the construction / refurbishment costs of the buildings (see milestone &

funding schedule). Partners funds will cover all land acquisition costs, public realm costs, revenue costs, and the balance of build costs, as set out in the separate expenditure cashflow analysis, attached to this application. Revenue costs are included to the end of 2019/20 – to cover the initial letting period of the development.

### 2.3. Risks

Provide a description of the key risks associated your proposed actions.

Key risk	Impacts	Mitigating actions	Level of Risk
<b>ACQUISITION / OWNERSHIP</b>			
Ownership issues - e.g. other legal interests are discovered - which need to be acquired	Significant delays and uncertainties over project delivery and timescales	Create a working relationship between all stakeholders	Low / Medium
Site acquisition - problems are encountered around Title issues or the approvals of partners	Risk missing the tight programme linked to GLA funding - and therefore an inability to deliver the scheme	Agree Exclusivity Agreement / Heads of Terms and Memorandum of Understanding in place as soon as possible.  Negotiations between the OK Club, SKT and LB Brent are at an advanced stage.	Low / Medium
<b>PARTNERSHIP</b>			
Delays to or problems with agreeing the terms of the proposed Partnership between the SKT, LBB and OK Club	Significant delays and uncertainties over project delivery and timescales	Tri-partite agreement between SKT, OK Club and LB Brent - to be agreed and concluded as soon as possible	Low / Medium
<b>PLANNING (AND OTHER APPROVALS)</b>			

Planning - delays to receiving permission, onerous planning conditions or a refusal received	Delays may render the project incapable of development within GLA's timescales. Additional works/costs and/or delays possible	One of the partners to the project is LBB. Therefore working closely with the local planning authority should overcome any issues	Low
<b>DESIGN AND CONSTRUCTION</b>			
Construction Costs - increase as a result of delays / site problems or inclement weather	Would delay programme and incur additional costs if design revisions are required.	Cost estimates prepared including contingencies.	Low / Medium
Design features - prove undeliverable	Would delay programme and incur additional costs if revisions are required.	Cost estimates prepared including contingencies.	Low / Medium
<b>DEMAND (TAKE-UP, VALUES, RETURN, ECONOMIC BENEFITS)</b>			
Workspace take-up - slow or below expectations	Slow take-up would result in a reduction in the revenue income streams	Marketing and promotion of the scheme; offering attractive affordable terms to local residents	Low / Medium
Values - expected rental levels are not achieved	Rental values are expected to exceed current rates offered at the South Kilburn Studios	Creating attractive space and offering affordable rent and support / networking incentives to local businesses and residents	Low
Economic benefits - are not delivered as a result of letting performance, or the ability of businesses to grow / employ staff etc	Local community engagement, business support and growth, youth activities, wider regeneration	Careful design and management	Low
<b>FUNDING</b>			
London Regeneration Fund - risks associated with securing approval to funding - at the right level to enable the scheme to proceed	This project in its current format, would not be possible without GLA funding		High
Match Funding - is not secured at the right level	Inability to cover the funding gap following a potential GLA funding award.	South Kilburn Trust has available resources to match the required funding. Further	Low / Medium



discussions to be had with LB Brent to provide funding in case of shortfalls.

### 3. VALUE FOR MONEY (30 PER CENT)

#### 3.1. Describe how your project delivers value for money.

##### **Optimal Use of Resources –**

The development of the project to date has considered the most efficient and effective use of resources – both in terms of the involvement of the three Partner organisations direct in the planning / design / feasibility process (with limited additional professional support where necessary) – as well as the use of existing premises where possible, and where not by adopting sustainable methods of construction and management

In particular, the proposed Enterprise Hub scheme in South Kilburn involves the refurbishment of a landmark community building in South Kilburn, which is falling into disrepair. In order to fulfil the project's objectives, a number of different scenarios have been considered by Brent Council and SKT who consulted all stakeholders and relevant consultants and professionals.

It has been agreed that a certain critical mass of commercial floorspace is required for a balanced mix of uses and activities, which are viable in terms of their revenue income and costs. As well as retaining and refurbishing the existing three storey structure, therefore there is a need to provide two additional new buildings, which will be key to providing the required space (in a viable and feasible way) for an enterprise and community hub in this deprived area, where private developers are highly unlikely to promote a similar scheme.

##### **Costs – identification and robustness –**

In order to identify the range of costs which need to be taken into account in the development of this project, architects (Penoyre & Prasad), who are involved in the holistic transformation of South Kilburn generally, have been commissioned to prepare initial design layouts / capacities – and have subsequently provided floorplans and drawings to reflect the agreed vision for this site. Copies of the plans / drawings are annexed to this application

The scheme has also been costed by a firm of QS consultants (the Allen Dadswell Construction Consultants), who provided a careful consideration of all costs associated with the refurbishment of the existing building and the demolition and construction of the two new structures in order to achieve a quality scheme fitting well within the other developments and demographic changes in the area. A detailed breakdown of all costs is available upon request.

The acquisition / land swap costs have been subject to a Valuation Report, by a firm of chartered surveyors (appointed by SKT) and these figures have been used in this application.

The revenue costs and income streams for the letting and ongoing management of the Hub, have been estimated by BBP Regeneration, who have a long track record in business and financial modelling of workspace schemes and have drawn comparables from their recent experience of similar projects.

The rental and occupancy levels applied to the revenue income model are based on evidence of other workspace schemes in the vicinity as well as comparable figures used in other typical managed workspaces. All revenue income and costs identified have been carefully considered according to the area and type and size of space in order to arrive at a reasonable annual figure.

It should also be noted that the intention of the Trust is to re-invest any revenue surpluses back into the community, making it a truly positive, sustainable and business-oriented scheme, supporting the wider regeneration of the area.

It is envisaged that the procurement process for the delivery of this scheme will be worked up with GLA (and its consultants) to secure the best possible procurement option and compliance with EU Procurement Regulations.

As a result of the above, we believe that all necessary costs to progress the project (capital and revenue) have been identified and robustly costed, consistent with this stage of the development of the project.

### **Outputs / Outcomes and Economic Benefits –**

This project, in its proposed form, will deliver 1,500 sq m of modern and flexible commercial floorspace to potentially accommodate 109 businesses and individuals through various accommodation options with the opportunity to create 101 new direct jobs and 67 construction jobs, while a further 27 existing jobs are safeguarded.

These improved employment prospects are coupled with wider physical and socio-economic benefits, which this scheme is likely to achieve such as bringing new life to an existing landmark building and significant improvements to the area generally through other public realm and streetscape improvements as well as a positive social impact in this culturally diverse area.

The new community-oriented workspace scheme will also deliver an array of social and civic benefits, tied in with the wider regeneration aspirations for the area to provide balanced land uses and improve the quality of life through supporting existing and future demographics growth which will contribute to the creation of safe, sustainable and liveable communities through good access to jobs and key facilities and services.

There will also be “production benefits” from the improvements to the public realm and improved workspace/community facilities – through the generation of more economic activity as a result of increased footfall, dwell time and expenditure being stimulated in the local shops, cafés and the newly proposed South Kilburn local market to further enhance the economic benefits of this scheme.

The cost benefit analysis of the likely outputs of the proposed scheme produces a ratio of 3.9 as a result of GLA’s investment of [REDACTED] and the other sources of match funding secured to deliver this project. The GLA’s investment represents some [REDACTED] per job (based on initial job generation) and some [REDACTED] per job by the end of the first 5 years

The nature of the Hub is also organised to encourage businesses occupying space, to support a trainee within their business, from a minimum of 2 weeks to

a much longer period (depending on what the business can support, and what the trainee needs). If it is assumed that 50% of the businesses in the Hub are able to take on at least 1 trainee per year – then over 50 trainee placements could be made on an annual basis. This of course leads to increased confidence / knowledge within the trainees used during the year, and higher prospects for them to secure a more permanent job.

Another feature of the Hub will be community workshops/events – which the tenants are again asked to organise, as part of their occupation arrangements. The request is normally for all tenants to run 1 or 2 workshops or events open to the community, utilising their skills and sharing that with the community e.g. photography workshops, how to run a radio show workshops etc. On the basis assuming again that 50% of the tenants organise such a workshop – that suggests more than 50 workshops pa, and if at least 10 members of the local community attend – then that would result in some 500 residents being engaged locally.

### **The Securing of Long Term Benefits –**

The longevity of this project is ensured by involving the South Kilburn Trust in the running of the Hub. The Trust is a local organisation, well aware of the issues in the area through working with residents, local organisations and businesses to help to bring about long-term positive change in the physical environment and opportunities for the community in South Kilburn. As such, the Trust is well placed to support this new venture and its members though running the hub on a day-to-day basis.

Proposals for SKT to also continue to run, and indeed expand its business support service to tenants and members of its Business Club, will introduce a further sustainable aspect to the initiative, as the survival of new businesses and the growth of existing businesses, will all contribute to the overall sustainability of the project going forward.

At the present time, financial projections for the Hub indicate that once it is up to “full occupancy” (from Yr 4 or 5) it will be able to continue to run on a viable basis with rental (and other) income covering full running costs – and any surpluses achieved would be available to re-invest in promoting further activities / services within the area and across Brent more widely.

In addition, the OK Club, are extremely well established in the area over many years, and as part of the JV arrangement, will continue to run their youth and community programmes from the new centre - increasing the breadth and social impact of this project at the heart of the local community.

In summary, this scheme will have a sustainable, lasting effect on the local businesses and residents, as well as within the wider Brent area – through its long-term operational plan, offering good quality commercial space and support to existing and new residents, training and activities to young people and civic space for the locals with the expectations to reinvest any revenue surpluses back into the community to fund exciting new opportunities in the future.



### 3.2. Describe if the project complements any other initiatives.

The Strategic Priorities of the Brent Regeneration Strategy are to “deliver transformational change across the borough, focusing primarily on the identified priority areas for investment”; “to increase employment and income levels of Brent residents concentrating on those most in need”; and “to maximise investment in Brent from the private, public and community sectors in line with our regeneration priorities and ambitions”.

Brent’s Employment, Skills and Enterprise Strategy identifies Kilburn as one of the Borough’s five growth areas where economic growth will be promoted through regeneration, increasing the number of local jobs and providing new opportunities for local businesses. Kilburn is also identified as one of the priority neighbourhoods with focus on breaking the cycle of worklessness and poverty in these areas. Brent’s objective is to halve the gap in employment levels between priority neighbourhoods and communities and the borough as a whole by 2020.

The council’s Local Plan includes provision for workspace through the development process with a focus on the growth areas, including Kilburn.

The South Kilburn Regeneration Programme is a large regeneration programme led by Brent Council to transform one of the UK’s most deprived areas. Brent Council to deliver:

- 2,400 new homes, of which around 1,200 will be made available to existing South Kilburn residents
- A new larger high quality urban park
- A new local primary school
- New health facilities
- Improved environmental standards
- An improved public realm
- A site-wide energy solution

The South Kilburn Trust has a role in understand local need and aspiration, and ensuring services and opportunities are made available to meet these needs and aspirations, either as the Trust or in partnership. One of the Trust’s strategic aims is strengthen South Kilburn as a place of enterprise. In a consultation of South Kilburn residents in 2014, key priorities included that they help people get jobs (75%); that they act as the central hub for training and apprenticeships (60%); and that they support new businesses (58%). The Trust has since become Brent Council’s preferred provider for employment related services in the area as part of Brent Council’s Employment Services Provider Framework.

In terms of infrastructure, an additional [REDACTED] has been committed by TfL to improve Carlton Vale and create a dedicated cycle lane.

No application has been made for European Funding, however, the objectives of this projects are strongly aligned with the overall objectives of the European Regional Development Fund - including support of SMEs and business innovation through provision of incubator space, training and networking.

Decisions to award funding are subject to a formal decision making process. You must not place any reliance whatsoever on the support of the GLA until formally notified in writing and your authorised signatories have executed and returned a funding agreement with which you will be provided by the GLA should your application prove successful.

Accordingly, any expenditure that you incur and/or to which you commit (including that which you have incurred or committed to in relation to the preparation of your proposal for support) prior to formal notification and execution and return of the funding agreement is incurred and/or committed entirely at your own risk.

If you require communication support to help you fill in your application, please contact our Public Liaison Unit to find out about how we can help.

Public Liaison Unit  
Greater London Authority  
City Hall  
London SE1 2AA

Telephone 020 7983 4100  
Minicom 020 7983 4458

## **DECLARATION**

### **Meeting equality aims**

Please describe how your proposed actions reflect your duties under the Equality Act 2010 (up to half a side of A4).

Brent Council's Equality Analysis as part of its Cabinet approved Employment, Skills and Enterprise Strategy sets the vision to reduce inequality and raise living standards through economic growth and employment:

- To promote economic growth through regeneration, increasing the number of local jobs and providing new opportunities for local businesses.
- To ensure that local education and skills provision is reflective of the demands of the labour market, providing a labour pool made up of well qualified and highly motivated individuals.
- To have a strong focus on addressing inequality by reducing economic and social polarisation within our most deprived neighbourhoods and amongst those residents who are furthest away from work.
- To reduce poverty through employment and progression in work.
- To secure increased local influence over national and regional employment programmes so as to deliver better outcomes for Brent residents.

These objectives are closely aligned with the actions and activities planned as part of this project.

### **Data protection and freedom of information**

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

We also have a Freedom of Information policy which is also available from our website at [www.london.gov.uk](http://www.london.gov.uk)

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



- A.** We will use this application form and the other information you give us, including any personal information, for the following purposes.
- To decide whether to award your proposal support.
  - To provide copies to other individuals or organisations who are helping us assess and monitor support. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you support.
  - To hold in our database and use for statistical purposes.
  - If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of funding and the activity it was for. This information may appear in our press releases, in our print and online publications and in the publications or websites of any partner organisations who have funded the activity with us.
- B.** You have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.
- ☒ Tick this box if you consider that we should treat your proposal as confidential information.
- ☒ Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information.
- ☒ Tick this box if there is any other information you have provided that you consider to be confidential information. You must tell us what that information is and give us your reasons below or in a separate letter. If you are sending us a separate letter, please write 'letter included' below.
- C.** You agree that we can keep you informed of our work and pass your contact details to organisers of marketing activities, conferences and training events.
- ☒ Tick this box if you do not want us to keep you informed of our work.



☐ Tick this box if you are happy for us to pass your contact details to organisers of arts marketing activities, conferences and training events.

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

Signed:

A large black rectangular box redacting the signature.

Name:

Two black rectangular boxes redacting the name.

Position: Head of Employment and Skills

Date: 2 October 2015

# SOUTH KILBURN TRUST

Carlton Hall  
Canterbury Terrace  
London  
NW6 5DX

[hello@southkilburntrust.org](mailto:hello@southkilburntrust.org)

Registered Charity Number: 1128515

30<sup>th</sup> September 2015

To Whom It May Concern

## **Re: BID TO THE LONDON REGENERATION FUND**

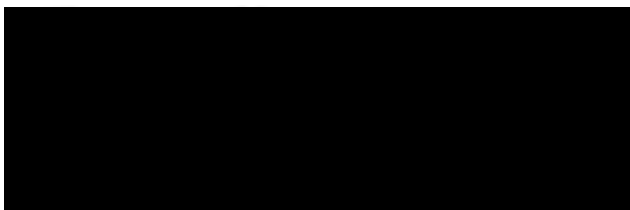
I am writing on behalf of the South Kilburn Trust to express our very strong support for the bid being submitted by Brent Council for an Enterprise Hub for Brent, to be located in South Kilburn.

South Kilburn has long been a priority area for regeneration, both for Brent Council and, historically, for national Government. Our predecessor organisation, the South Kilburn New Deal for Communities, was set up by the last Labour Government in 1999 and Brent Council took the decision to continue to support the area by using the New Deal for Communities legacy funding to set up our charity when that organisation was wound up in 2008. This is why we are now able to commit up to [REDACTED] of match funding to this bid. The bid document itself charts some of the history of the area, and explains why, despite significant improvements over the last 16 years, significant challenges remain and there is still work to be done to support the community, both through the regeneration process and by providing opportunities for self- improvement.

The good news is that we know there is substantial demand for the facilities that would be provided by an Enterprise Hub that would serve not just our residents, but people living across the whole of Brent. In our own case, we have a waiting list of local people who want to access the (limited) space we have in the South Kilburn Studios, and a desperate need to secure new premises for those already there, as these are housed in a meanwhile space due for demolition very shortly. We know that we could provide support for many more people, and the bid is based on the assumption that we could do that in the proposed hub.

The South Kilburn Trust has worked closely with Brent Council ever since we were set up, and we are very grateful for their support. We also work closely with the Oxford Kilburn Youth Trust, the other leading charity in the area. So we greatly welcome the opportunity to take this significant further step of a shared development of an Enterprise Hub, youth and community space with two trusted partners in the heart of South Kilburn.

Yours faithfully,

A large black rectangular box redacting the signature and name of the Independent Chair.

**Independent Chair**



Oxford-Kilburn Youth Trust  
*Meeting the needs of young people and  
their families in the South Kilburn area*

45 Denmark Road, Kilburn NW6 5BP

Email: [admin@okclub.org.uk](mailto:admin@okclub.org.uk)

Web: [www.okclub.org.uk](http://www.okclub.org.uk)

Tel: 020 7625 2520

29<sup>th</sup> September 2015

## **Re. South Kilburn Enterprise Hub**

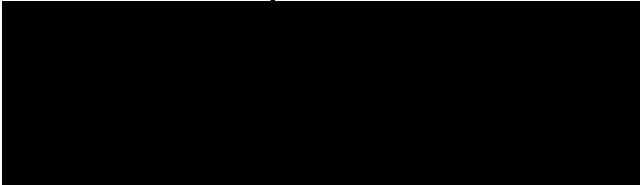
To Whom It May Concern.

The Oxford Kilburn Youth Trust (aka the OK Club) is a youth club in South Kilburn. We have been working with the children and young people in the area for over 60 years, from our club buildings on Peel Precinct.

Over the past 12 months the Trustees have been considering carefully how we can best use our assets in the furtherance of our charitable objects. In particular, we have been thinking about the best options for our buildings, and whether we would be better served with an invested endowment.

The trustees have considered various options and are extremely excited at the partnership proposal with South Kilburn Trust and Brent Council. We believe it offers the best of all worlds – a rejuvenated community facility; a focus on enterprise in an area that will really benefit from it; and viable, locally-rooted organisations delivering quality services. The OK Club and South Kilburn Trust already work together on a number of projects, and from our perspective co-locating the Enterprise Hub and our youth work promises enormous benefits to the young people we work with.

It seems to us that with the adjacent Peel Precinct regeneration, the clear need in Brent, and the mix of interests and assets, the timing and the partners are right to create a superb facility that will have a massive impact.



Matt Parker  
Chair  
Oxford Kilburn Youth Trust

## **Memorandum of Understanding**

Between

the London Borough of Brent, the South Kilburn Trust and the Oxford Kilburn Youth Trust

for the creation of a partnership to facilitate the joint development of the site known as the “OK Club Site” to provide community space, including an Enterprise Hub for Brent and residential development.

### **Our Shared Aims**

The OK Club is a sizable site in the heart of South Kilburn. It currently comprises a large youth club, a garden, and residential accommodation for youth workers. This MOU commits the three parties to work together to redevelop the site to provide:

- An Enterprise Hub for Brent
- High quality Youth and Community facilities
- Residential Accommodation, incorporating affordable housing, which dovetails with the wider regeneration in the areas surrounding the site
- A sustainable operational model for the partner organisations

To achieve this, the following assets are available:

- The OK Club currently owns the freehold to one-third of the site, and holds the remainder on leases
- Brent owns the freeholds to the remainder of the site and can finance development costs; and has committed [REDACTED] to related public realm improvements to improve access to the Enterprise Hub
- South Kilburn Trust has committed up to £2m for the capital and revenue costs of the Enterprise Hub

We hope to secure match funding from the Mayor’s London Regeneration Fund towards the Enterprise Hub element of the scheme.

In recognition of the fact that all three parties have important shared interests, this Memorandum of Understanding (MOU) sets out the intentions and understanding between the London Borough of Brent (LBB), the South Kilburn Trust (the Trust) and the Oxford Kilburn Youth Trust (the OK Club) to work together to establish a partnership to meet these aims.

### **Background to the Partnership.**

Each partner has differing but complementary assets and interests. The partnership will enable us to combine our assets, meet the overall aims, and also satisfy the particular objectives of each partner.

LB Brent wishes to:

- Provide businesses in Brent with space and support to achieve their goals through a high quality Enterprise Hub
- Actively support SK Trust and the OK Club in their endeavour to secure suitable long term community space and services in South Kilburn
- Secure a mix of residential housing which is aligned with the current regeneration of the surrounding area, Peel Precinct.

The Trust wishes to:

- Create and oversee an Enterprise Hub to replace and expand SK Studios, which (with GLA funding) is capable of expanding and supporting residents from across Brent. The Enterprise Hub will itself be a viable enterprise.
- Secure premises and community space for the Trust comprising office space for 10-15 staff and a range of flexible spaces for community use, for use by the Trust, the OK Club, and by other community organisations.

The OK Club wishes to:

- Secure the long-term ability of the Club to meet its charitable objects: specifically, to deliver youth work in South Kilburn.
- Secure a physical presence for the Club to operate from, including office space and space suitable for youth drop-in activities (30-40 people)

### **Purpose of this Agreement**

This MOU represents a commitment by all three parties to carry out the necessary work to develop a suitable partnership proposal for the development and subsequent management of the OK Club site with a view to agreement between the three parties and subsequent implementation. The parties commit to working together in good faith to deliver an appropriate set of arrangements which will support each party in its aim to achieve the objectives it has set itself for the development and therefore contribute to the shared objective, which is to benefit the residents of South Kilburn.

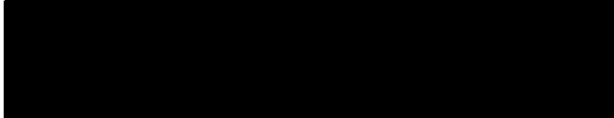
The key tasks are to:


1. Determine the most suitable partnership arrangements i.e. the best model by taking account of:
  - Key objectives
  - Partner contributions
  - External funding
  - Partner benefits
  - Controls and governance required
  - Accommodating additional partners
  - Accommodating withdrawal of partners
  - Operational requirements
2. Produce a risk strategy
3. Prepare an implementation plan for the agreed model

The parties agree that this MOU is not legally binding and further may be modified by mutual consent of authorised officials from London Borough of Brent, the South Kilburn Trust and the Oxford Kilburn Youth Trust. It shall become effective upon signature by the authorized officials from the partners and will remain in effect until modified or terminated by any one of the partners by mutual consent.

## Contact Information and Signatures

Authorised Signature:

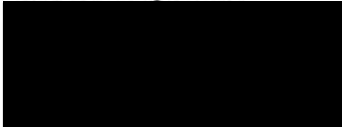


Richard Barrett  
Operation Director  
London Borough of Brent  
Engineers Way  
London HA9 0FJ  
E-mail:  [@brent.gov.uk](mailto: [redacted]@brent.gov.uk)

Date:

2<sup>nd</sup> October 2015.

Authorised Signature:



Mark Allan  
Chief Executive  
South Kilburn Trust  
Carlton Hall  
Canterbury Terrace  
London NW6 5DX  
E-mail:  [@southkilburntrust.org](mailto: [redacted]@southkilburntrust.org)

Date: 01/10/2015

Authorised Signature:



Matt Parker  
Chair  
Oxford Kilburn Youth Trust  
Christian Holt House, 45 Denmark Road, London NW6 5BP  
Email: [chair@okclub.org.uk](mailto:chair@okclub.org.uk)

Date: 1/10/2015





# Property Market Overview

## South Kilburn, London Borough of Brent

---

October 2015

### 1. Key Property issues which inform this Application

- 1.1 The majority of available office stock is concentrated in the north of the Borough and offers predominantly outdated premises, unsuited to modern business requirements.
- 1.2 In S Kilburn in particular demand is from footloose internet based companies / individuals, seeking non-traditional smaller and more flexible type accommodation.
- 1.3 Detailed research into the available workspace provisions in South Kilburn / Brent highlights relatively few developments serving this strong demand – however where provided, occupancy levels are good and there are very few options for micro and small businesses at “affordable” rates.
- 1.4 The only workspace provision in South Kilburn – is the temporary accommodation at South Kilburn Studios – which currently has over 30 occupiers. However this site has always been earmarked as part of the wider redevelopment proposals in the area, which are expected to commence in the next few months. This raises a major challenge for the future spatial requirement of these companies.
- 1.5 It is, therefore, clear that there is a need for flexible, workspace provision within South Kilburn and the wider Brent area – and where possible that should be linked to the provision of readily accessible, pro-active business support and advice.

### 2. Property Market

- 2.1 The Employment Land Demand Study (2013) provides the most recent overview of the property market in Brent, which is an integral part of the West London/A40 market. The borough also benefits from good communication links into Central London and links to the wider north and west London region.
- 2.2 The report highlights the following key aspects of the market:–
- 2.3 LB Brent was not considered by agents and stakeholders to be a key office location within the outer London context. The stock was varied with numerous large 1970's office developments with high vacancy rates. The majority of this was in Wembley and there was at the time of the report limited evidence of current or future speculative office developments taking place. Despite this the regeneration initiatives in Wembley and prospective improvements at Old Oak Common/Park Royal City were generally felt to present an opportunity for the borough to capture sub-regional demand for both offices and industrial uses.
- 2.4 One of the key issues identified by the study was the need to improve amenities, safety, public realm, traffic flow and generally to increase the 'sense of place'. If the regeneration initiatives are successful it is likely that demand for employment land could increase. There was over 25% office vacancy in the borough and so much of the long term vacant office buildings could be converted to residential without loss of existing occupied offices.

## Supply

- 2.5 In the context of boroughs outside Central London LB Brent was generally not perceived as a key regional office location. The majority of the approximately 277,000 sq m of office floorspace was in Wembley with the remaining in the centres of Kilburn, Queens Park and two district town centres of Kingsbury and Harlesden.
- 2.6 Typical office rents range from £9 to £12 per sq ft (£100 to £130 psm) for smaller offices above retail units to £17 per sq foot (£180 psm) for grade A facilities with gyms etc. Another example of negative short term demand for traditional office space was the fact that rents have recently come down and that owners were offering incentives such as zero service charges, rolling leases and discounted rents for one year. Subsequent annual rent reviews tend to bring the rent back to more typical levels<sup>1</sup>.

## Demand

- 2.7 The overall view of local commercial agents on demand for office in Brent was generally neutral to slightly negative. Most agents discussed the large amount of vacant and available office units in the borough with approx. 725,000 sq ft of floorspace available (around 25% of the total stock) in the Borough in excess of the frictional vacancy rate of 5%. In general this indicates that there is a relative lack of demand at present for office space in LB Brent<sup>2</sup>.
- 2.8 Many agents suggested that the large vacancy rates could be due to increasing trends of home working, as well as footloose internet based firms and larger companies seeking non-traditional smaller and more flexible HQ type offices.
- 2.9 One increasingly important requirement in this regard was the need for flexible, serviced 'easy-in/easy-out' office space, provided by companies such as Regus and Workspace. However, the short term negative office demand could also be linked to the recent severe economic downturn and West London was well placed to return to more positive demand for office accommodation in the long term as companies seek affordable space options with good access to the West End, City and the wider London economy.
- 2.10 It was generally perceived that the regeneration initiatives, similar to the ones planned at Wembley, would help to boost demand for office space in the medium to long term. This is mainly linked to the greater 'sense of place' that will be generated there. South Kilburn is the last of the Council's great estates being regenerated. The objective is to build on the areas fantastic location by creating 1,200 new homes for sale, enabling the funding for the existing demolition and rebuild of 1,200 of the worst council homes. This is not just a housing estate regeneration-a new and expanded school is proposed as well as health, sports and community facilities<sup>3</sup>.

## Flexible Workspace

- 2.11 The most recent employment land demand study shows that there was also growing demand for managed workspace solutions, offering newer, flexible and well-located spaces for start-ups, although it should be noted that the demand was seen as comparatively less in comparison to other outer London boroughs, such as Enfield or Redbridge<sup>4</sup>.
- 2.12 The supply of managed workspace was generally smaller in Brent than in other boroughs. Brent Council aims to encourage space for SMEs but there were limited take up rates observed for small firms and

---

<sup>1</sup> URS (2013) Employment Land Demand Study

<sup>2</sup> URS (2013) Employment Land Demand Study

<sup>3</sup> URS (2013) Employment Land Demand Study

<sup>4</sup> URS (2013) Employment Land Demand Study

frequently the space is occupied by community and religious groups. Better support for SMEs was deemed important, including 'hand holding' support, tax relief and active business advice, similarly to what is available in Hackney with 'one stop' support services for SMEs and a single contact at the Borough.

- 2.13 The Employment Land Demand Study recommended that the Council should continue to encourage where possible Small and Medium Sized Industries (SMEs), start-up companies and flexible employment space to meet their needs. There is a growing awareness of the potential positive local impacts that incubators/accelerators and co-working spaces can have, with GLA plans to support the growth of these spaces as part of social initiatives in outer London boroughs including Brent<sup>5</sup>.
- 2.14 The report also highlighted that with a buoyant SME and entrepreneurial culture in the borough, another intervention could be to provide incubator spaces for start-ups. The benefit of the local authority running the incubator space, or procuring an organisation to do so, is that the support services that a small business might need in its early days can all be provided in one place (including, potentially, the 'one stop shop' advice mentioned earlier).
- 2.15 The advantage of incubators is that they also allow peer to peer help and support, and the tenant businesses may start to supply services to one another. Recognising where businesses are starting to cluster and the emergence of strong sectors could also benefit the introduction of incubator spaces. The needs from more established businesses should also be catered for in order to reduce the relocation to other locations and with a better "route map" to a range of other commercial floorspace options. In addition to incubator space and move on space, meeting space (to meet clients, customers, other businesses and so forth) is a clear need for the smaller SMEs – particularly 'bedroom businesses' which tend to be the micro business with one person working from home<sup>6</sup>.

## Business Support

- 2.16 There is some business support offered by the Council via the Brent Business Hub, which is a virtual one-stop-shop for local businesses (both new and established), entrepreneurs and those seeking to be self-employed. The Brent Business Hub signposts businesses to a range of information, advice and guidance related to developing, starting and growing your business.
- 2.17 In addition to this web presence, Brent Business Hub brings local businesses and entrepreneurs together through a series of networking events. Working with a number of partners, Brent Business Hub coordinates and promotes a range of events providing local residents and businesses with the opportunity to network, seek advice and support, and to share and learn from each other's experiences.
- 2.18 The lower skill levels and high unemployment in the Borough, and in South Kilburn particularly, need to be addressed through training provisions, with a strong focus on providing opportunities to young people. To take advantage of Brent's young age profile and combat low skills levels, the Borough's Core Strategy aims for new commercial development to accommodate local employment schemes and strategies to improve the borough's skills base.
- 2.19 Obvious potential areas to target for improvement in skills include advanced literacy and numeracy, foreign languages, analytical skills and creative skills. One particular strategy for this is to foster stronger relationships between schools and industry, perhaps through work placements, mentoring schemes, or even direct sponsorship<sup>7</sup>.
- 2.20 The Future Growth and Action Plan, prepared by Arup (2013), suggests that growth of a diverse and strong economy is encouraged in Brent, including attracting representation from other commercial

---

<sup>5</sup> URS (2014) Supporting places of work: incubators, accelerators and co-working spaces

<sup>6</sup> Arup (2013) Brent Economic Assessment and Future Growth and Action Plan

<sup>7</sup> Arup (2013) Brent Economic Assessment and Future Growth and Action Plan

sectors such as digital and creative. It is recommended that the best way the council can intervene to support the broader needs of a developing knowledge economy is by creating the type of place that can attract and retain the highly skilled and mobile workers who would support the expansion of those sectors, and by creating a fertile environment for the development and expansion of SMEs.

## **Workspace schemes**

As part of the consideration of proposals to establish an Enterprise Hub in South Kilburn, the incidence of various workspace schemes have been researched in the wider hinterland of South Kilburn to include alternative locations in Brent as well as other neighbouring Boroughs to establish take-up/ vacancy, rental levels and facilities on offer. A summary of this exercise is provided below:

Location/ Hub	Type of Space	Occupancy	Rates	Comment
<p>South Kilburn Studios, NW5</p> <p>(only available on a temporary basis – pending redevelopment)</p>	Shared workspace; events space; private offices	Over 30 occupiers; including strong local take-up (60%) but also significant occupancy from Brent-wide businesses (40%)	<p>Subsidised rates for SK residents - free desk space for one year. Free shared desk space.</p> <p>Brent residents pay £120 for 6 months per desk space. Shared desk space £1 per day donation.</p> <p>Reduced event space rates for local and Brent residents - £10 per hour.</p> <p>Non-residents pay £100 per month in advance for a 6 months agreement (per desk-space). Shared workspace is available at £5 per day.</p>	<p><b>Giveback Programme</b> – as part of the tenancy agreement, tenants pledge to deliver traineeships, events, workshops or commercial time to support the ongoing regeneration of the area.</p>
London Fashion Studios, NW6	Individual studios, shared workspace, desk space, special equipment	<p>Currently at 50-60% occupied</p> <p>The space is intended to be used on ad hoc basis with daily, weekly rates hence their occupancy rates are lower than would be considered “the norm”.</p>	<p>Small Desk Space - £59pw</p> <p>Large Desk Space - £79pw</p> <p>Largest Desk Space - £99pw</p> <p>Hot Desk Space from - £30 per day</p>	<p>Particularly designed for the fashion and creative industries.</p> <p>Occupancy rates include all business costs and support for creative and fashion start-ups as well as the use of special equipment.</p>
Bar Lab, NW2	Co-working, desk space, meeting room and event space hire.	The space is intended to be used on ad hoc basis with daily, weekly rates hence their occupancy rates are lower than would be	<p><b>Basic Desk</b> £10 per day / £15 per week / £45 per month.</p> <p><b>Business Package:</b> £20 Per week / £60 per month</p>	<p>Particularly designed for the creative and artistic businesses/ individuals.</p> <p>Occupancy rates inclusive of Wi-Fi.</p>

		considered “the norm”.	<b>Hire space:</b> space is available to hire at £20 per hour for a meeting, workshop, event, photoshoot, screening, exhibition or anything else.	Use of business equipment – laptops, projectors etc. inclusive in the business package.
Westminster Enterprise Centre, W9	Business support, meeting room hire, desk space	Space to let is NOT currently available, however following interest from users, the Centre will provide desk space from Autumn 2015.	<b>Meeting rooms:</b> £15 per hour  <b>Desk space:</b> tbc	
Hampstead Design Hub, NW6	20 “hot” work-desks; meeting room; break out areas	85%	<b>Desk rates:</b> Day pass: £20  100hrs per month: £215  Unlimited monthly: £365  <b>Meeting Room:</b> Rent Prices <i>Members</i> £20 per hour £60 per half day £110 per full day  <i>Non-Members</i> £30 per hour £90 per half day £160 per full day	Business equipment provided.
Camden Collective, NW1	Flexible use of all premises – shared desk space, studio, meeting rooms	At full capacity and new premises to open in Autumn 2015. All applications will be added to a waiting list.	Free	The project is supported by various sources of public and private funding.  As a self-sustaining network, members are asked to contribute two hours of their time each month towards the growth and development of the Collective.

Chandelier Building, NW10 (Workspace Group)	Small office/ studio units to let from 350 – 1,000 sq ft.	Only one suite of 340 sq ft available at present.	£29psf/pa incl business rates & service charge for small units	
Atlas Business Centre, NW2 (Workspace Group)	Units of 154 - 8,685 sq ft (14 - 807 sq m); Meeting rooms	Only two small units (under 500 sq ft) available at present.	c. £35 psf pa incl of BR & service charge for small units	
Westbourne Studios (Workspace Group)	Units from 278 - 2,139 sq ft (26 - 199 sq m)  Shared workspace	Only two small units (under 500 sq ft) available at present	£55 psf pa incl of BR & service charge for small units	High quality built environment, reflected in the quoted price.

Source: BBP Regeneration research (2015)

### 3. Conclusion

- 3.1 The majority of the local office stock is concentrated in the north part of the Borough and offers predominantly large outdated or refurbished premises, which are unsuitable for the constantly evolving modern business requirements.
- 3.2 The needs of the Borough (and South Kilburn in particular) are now very much around meeting the demands from footloose internet based firms and larger companies who are seeking non-traditional smaller and more flexible type offices.
- 3.3 With the highest proportion of local enterprises employing up to 5 people in the borough, increasing trends towards entrepreneurship and uncertain economic conditions, the need for non-traditional and more flexible office uses is growing in Brent.
- 3.4 On one hand this creates demand from both established micro businesses and start-ups for managed workspace solutions, offering newer, flexible and well-located spaces with good business facilities and an opportunity for a ladder of move-on spaces, available on 'easy-in/easy-out' terms. On the other hand, there is also a clear need for the smaller companies – particularly individuals working from home, who are unable to afford the cost of renting commercial premises but nonetheless lack support and networking opportunities, which usually arise from workspace/ co-working occupancy.
- 3.5 Following on from the above –
- 3.6 The further research into the available workspace provisions in South Kilburn and its surrounding areas in both Brent and the neighbouring boroughs suggests that there are relatively few developments to serve the strong demand from individuals and small companies for flexible accommodation, and in the wider workspace market more generally. There is particularly constrained supply of workspace provisions in South Kilburn, which is not regarded as viable for commercial development by the private sector.
- 3.7 There is some availability within the existing workspace schemes, however, in most cases occupancy levels appear good and this level of units on offer, is consistent with the “annual churn” characteristics of these types of workspace. There are also limited options to serve micro and small businesses at “affordable” rates, and where available these are very much sector specific. Where good quality space is provided at a “heavily subsidised” rate, there is strong, latent demand as seen in the Camden Collective case, who are currently operating a waiting list for their new premises.

- 3.8 The only workspace provision currently identified in South Kilburn – the temporary South Kilburn Studios – has experienced strong demand over the recent months and currently has over 30 occupiers. This facility was always developed as a “meanwhile” use, however, and will soon cease to exist, due to plans for wider regeneration in the area.
- 3.9 Without similar accommodation for these businesses in the area, this raises a major challenge for the future spatial requirement of these companies, particularly in light of the fact that the majority of the current occupiers at the South Kilburn Studios are local residents (60%).
- 3.10 The Studio also accommodates a number of other Brent and wider based residents, showing that the scheme has wider benefits within the Borough.
- 3.11 Brent Council, recognising this situation (where “workspace” is being consistently redeveloped for residential purposes) more generally throughout the borough, have created a policy whereby new “affordable workspace” has to be delivered as part of a developer’s contribution to any such new scheme. Although there are a number of such provisions currently being negotiated, we understand that only one is being delivered at McNicholas House, Kingsbury Road, NW9 – a remote location in terms of contributing to the needs in South Kilburn.
- 3.12 It is, therefore, clear that there is a need for flexible, workspace provision within South Kilburn and the wider Brent area – and where possible that should be linked to the provision of readily accessible, pro-active business support and advice.**



# Socio Economic Context

## South Kilburn, London Borough of Brent

---

October 2015

The following review has been prepared to provide a summary of some of the key socio economic characteristics of the Borough of Brent, and South Kilburn in particular – and to establish a back-drop to the proposals to develop a new Enterprise Hub in South Kilburn, designed to meet the needs of entrepreneurs and SNE's in the area

### 4. Key Socio Economic issues which Inform this Application

#### 4.1 Compared to London – Brent and South Kilburn have –

- Strong population growth, and rising employment levels (expected to continue);
- A higher proportion of the population in lower paid jobs, with low average gross weekly earnings (nearly £100 less across employment opportunities in the borough), and a less qualified workforce (skills inadequate for business requirements).

#### 4.2 South Kilburn tends to underperform the borough in many respects – particularly in terms of unemployment levels, a small (but growing) business base (c. 200, which are concentrated in business administration / support, health and transport / storage sectors), and relatively high levels of deprivation (4 of the 5 SOA's are within 10% most deprived nationally).

#### 4.3 Over 90% of the businesses in the borough, are however micro employers, with over 99% being SME's and there is a healthy business birth rate, with strong growth in new knowledge economy sectors (creative (particularly post production), cultural, and IT).

#### 4.4 South Kilburn is seen as an area for future growth, with good access / transport connections and designated as one of Brent's five Growth Areas.

### 5. London Borough of Brent

#### Economy

#### 5.1 Between 2009 and 2014 Brent's population increased by 8% to 320,800. This growth rate is in line with that of London and higher than Great Britain, which over the same period grew by 4%<sup>8</sup>. Forecasts by the GLA show that Brent's population is expected to be 14% higher in 2029 than in 2014<sup>9</sup>.

#### 5.2 The Business Register and Employment Survey (BRES) shows that employment in Brent increased by 16.9% in the period 2009-2013. This is a greater increase in employment compared to London which saw an average rise in employment of 10.5% and a significantly greater increase compared to Great Britain as a whole which saw an increase in employment of 2% in the same period.

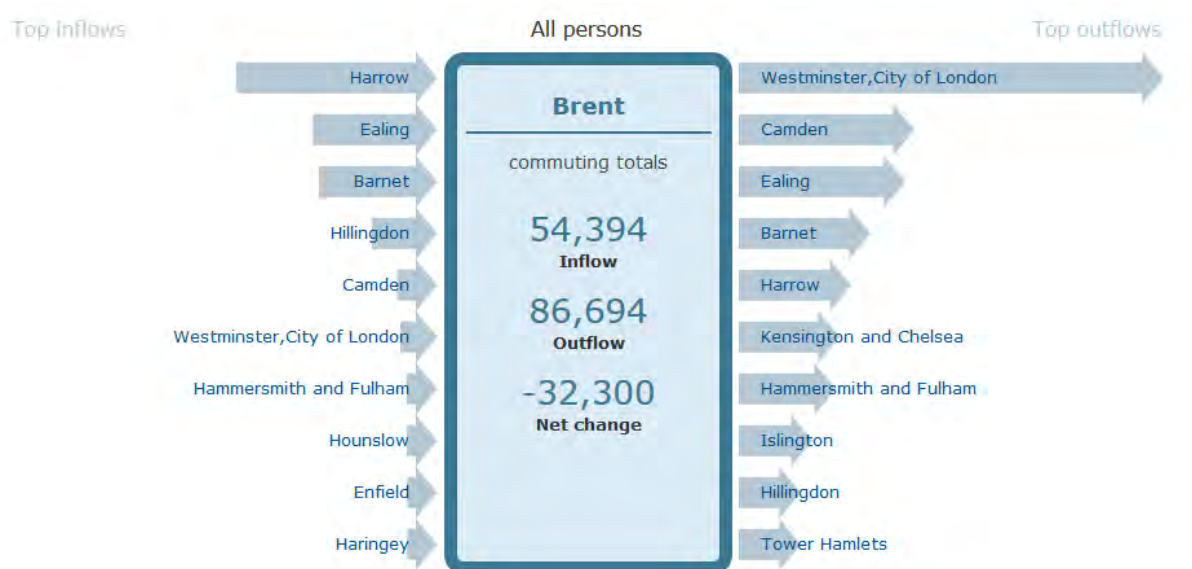
---

<sup>8</sup> ONS (2014) Mid-year Population Estimate

<sup>9</sup> GLA 92015) Demographic Projections

- 5.3 In 2014 the unemployment rate in LB Brent was 7.1% (12,000), which is slightly above that of London (6.7%) and somewhat higher than that of Great Britain (6%). There has, however, been a substantial reduction in unemployment from its 2011 level of 11.1% in the Borough.
- 5.4 In terms of occupational structure, ONS (2014) statistics indicate that approximately 40.8% of the working population in Brent are employed in managerial, professional and associate professional occupations, which is somewhat lower than the rest of London at 53.2% and slightly lower than Great Britain at 44.3%. Large numbers of residents have no one fixed place of work, suggesting a high rate of employment work in traditionally lower paid roles such as cleaning, transportation, domiciliary care and construction across London which are not fixed to one workplace<sup>10</sup>.
- 5.5 In 2014 the average gross weekly earnings for resident workers within the LB Brent were £547.50, which is approximately £69.70 lower than the London average. Comparatively workplace earnings in Brent are £562.60, which is nearly £100 less than the London average, reflecting the type of employment opportunities currently available within the borough. In the last 5 year period, however, both resident and workplace earnings have increased at a slightly higher rate than the whole of London<sup>11</sup>. These figures are also largely representative of the commuting patterns in the borough, which show a net loss of 32,300 commuters to more affluent boroughs, daily (see below).

**Figure 2.1 Commuting Patterns**



Source: Census (2011) Commuting patterns

- 5.6 The ONS Annual Population Survey reveals that in 2014, the workforce within LB Brent was slightly less qualified than the London average, with 79.9% of individuals holding a qualification (compared to 84.2% in Greater London). This reveals a skills gap in comparison to Greater London and with employers seeking more of a highly skilled workforce, points towards a need to improve the skills base within Brent's population.
- 5.7 The skills and experience levels of the workforce in Brent was perceived to be "inadequate" for the requirements of businesses. This was especially relevant for basic skills. Workforce supply therefore does not generally match a growing demand for a skilled workforce e.g. high tech, advanced manufacturing skills, engineering skills. The Brent population also has lower skill levels compared to

<sup>10</sup> ONS (2011) Census

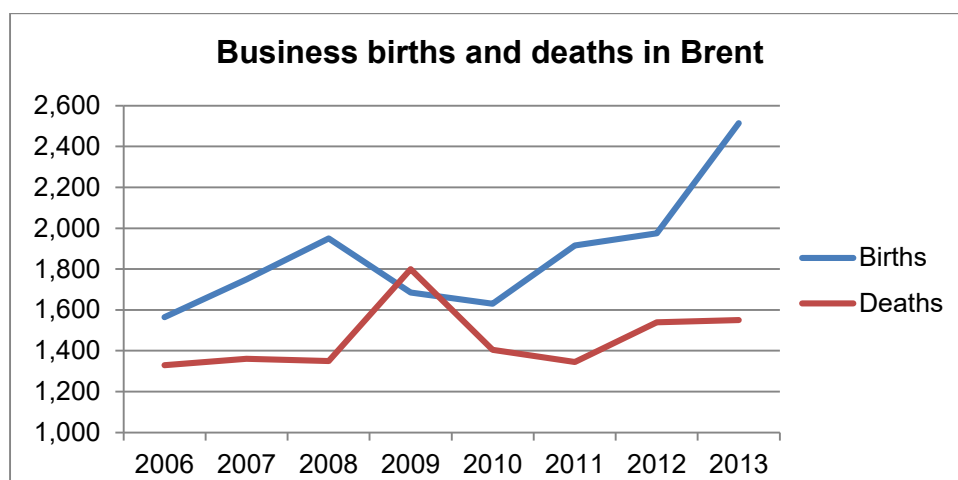
<sup>11</sup> ONS Annual Survey of Hours and Earnings (2014) Resident Analysis

the rest of West London and much of the business community do not restrict their recruitment to local people - as seen in the commuting graphic above<sup>12</sup>.

## Business Size and Stock

- 5.8 As of 2014, there are 13,425 businesses in Brent, one of the highest numbers for an outer London borough, and similar to the number of businesses in Hackney and Hammersmith and Fulham (ONS, using the IDBR). There are around 108,200 jobs in the borough discounting self-employed residents, 75,600 of which are full time and 32,800 are part time.
- 5.9 Over 90% of Brent businesses are micro-employers with fewer than five employees, and over 99% are SMEs with up to 249 employees<sup>13</sup>. Brent has a healthy business birth rate and there are currently a record high number of active enterprises in the borough as seen in the figure below:

**Figure 2.2 Enterprise Births and Deaths**



Source: Inter Departmental Business Register (2014)

- 5.10 The ratio of business births and deaths in Brent is slightly higher than those of London and England as a whole. Whereas business births outstrip deaths on most occasions, there have been instances in recent years when this has not been the case. This suggests more can still be done to support businesses to reduce business death rates, particularly in times of economic hardship.
- 5.11 The existing traditional sectors of logistics, food industries and service sectors such as hospitality and tourism linked to Wembley stadium are likely to remain strong in the borough. If the regeneration of Wembley is successful and amenities improved, there could be some potential for growth in higher value 'new knowledge economy' sectors. These could include cultural and creative technologies (CCT) and pharmaceuticals and IT sectors.
- 5.12 The reality is however, that there is likely to be only a finite amount of demand for these sectors across London. Companies in these sectors are generally smaller and footloose and Brent will need to compete for this demand with other areas in London such as Hackney, Camden, Islington and Chiswick. There is however already a presence in some sectors (particularly creative in South Kilburn) and it has therefore been suggested that creative industries/post production in south of the Borough does offer great potential for growth<sup>14</sup>.

<sup>12</sup> URS (2013) Employment Land Demand Study

<sup>13</sup> Inter Departmental Business Register (2014)

<sup>14</sup> URS (2013) Employment Land Demand Study

## 6. South Kilburn

### Location and Role

- 6.1 South Kilburn is located in the south-east corner of Brent. The area is a largely residential mix of dense Victorian streets and 1960s housing estates set within open space, which are now deemed to offer poor quality accommodation and are affected by overcrowding. Queens Park town centre acts as a local retail and service centre, while Queens Park Station plays an important role as a local transport hub. Nearby Kilburn High Road is designated as a Major Centre in the London Plan and offers a wide array of services and facilities for the wider area.
- 6.2 South Kilburn is served by a number of bus services, primarily along Kilburn High Road, as well as Overground rail services and the Bakerloo line. There are two rail stations located in South Kilburn: Queens Park Station and Kilburn Park Station. Consequently, the area has better Public Transport Accessibility Levels (PTAL) than the majority of the rest of the borough.

### Economy

- 6.3 South Kilburn underperforms in socio-economic terms, compared to the wider Brent and London and England averages. South Kilburn is a largely residential area, with retail (primarily in Queens Park) the largest employment sector. Since 2008 South Kilburn has enjoyed strong economic growth, with growth in both the local business base (+18%) and employment base (+6%).
- 6.4 There are around 2,260 jobs based in South Kilburn. This represents an increase of 6.0% (+130) since 2008, almost twice the London average (3.2%). However, there is year-on-year volatility with a significant drop in employment during 2009/10 but a subsequent recovery the following year. The wider impact area has experienced significantly higher employment growth (+10.6%) than South Kilburn since 2008, rising to 9,670. Similarly, Brent witnessed considerable employment growth over this period (+9.8%).
- 6.5 The South Kilburn area has a small business base: around 200 businesses in total. Although this represents a very small proportion (1.6%) of Brent's total business base (12,660 businesses) there has been strong growth in the number of businesses of 18% since 2008, compared to a borough-wide increase of 7% and London-wide growth of 8%. The wider impact area contains a significantly larger number of businesses (2,110 in total) but has experienced a slower growth rate (5%) since 2008.
- 6.6 Other than retail, the most important employment sectors in South Kilburn are business administration and support services (17%), health (13%), and transport and storage (13%). The three largest sectors in the wider impact area are education (13%), health (12%), and professional, scientific and technical activities (12%).

### Labour Market

- 6.7 Although South Kilburn's economic activity rate (67.5%) is marginally above the borough average (66.4%), unemployment in South Kilburn (14.0%) is significantly above the borough and city-wide levels. The wider impact area performs considerably better, with an economic activity rate of 68.0% and an unemployment rate (10.7%), more in line with the borough average.
- 6.8 The proportion of South Kilburn residents without any qualification (19.5%) is in line with borough-wide levels but slightly above the London average (17.6%). Similarly, the proportion of residents with a level 4+ qualification is similar in South Kilburn (33.9%) to Brent as a whole but noticeably below the city-wide average (37.7%). Consequently, although skills levels in South Kilburn reflect those of the borough as a whole, the area is largely surrounded by areas with noticeably higher skills levels.

- 6.9 Partly reflecting the labour market trends described above, mean household incomes in South Kilburn (£33,650 pa) are noticeably below those of the borough as a whole (£39,100 pa). The wider impact area, however, has mean household incomes (£44,750 pa) significantly higher than South Kilburn and above the borough-wide level. London-wide household income average around £46,550 per annum.
- 6.10 South Kilburn is also a relatively deprived area (with four of five LSOAs within the 10% most deprived nationally), characterised by a localised concentration of low incomes, poor quality housing and lower than average health and education levels. The high concentration of relative deprivation in South Kilburn is at odds with significantly lower deprivation levels to the south and east<sup>15</sup>.

## Local Strategies

- 6.11 The Brent Economic Assessment (2010) identifies a number of issues that the borough must consider to promote local economic growth, including:
- Need to balance new housing with employment development, specifically through the delivery of mixed-use developments.
  - Ensure Brent residents and businesses directly benefit from regeneration efforts.
  - Up-skilling the local workforce, and connecting to job opportunities is vital for future economic prosperity in the borough.
- 6.12 A Regeneration Strategy for Brent (2010-30) sets out three strategic priorities for the borough:
- Deliver change across the borough by focusing investment in identified priority neighbourhoods, such as South Kilburn.
  - Increase employment and income levels of residents, principally in priority neighbourhoods.
  - Maximise investment in Brent from the private, public and community sectors.
- 6.13 South Kilburn is designated in the Core Strategy as one Brent's five 'Growth Areas'. Core Strategy policy CP9 outlines the council's regeneration plans for the South Kilburn Growth Area; to "physically improve the area and change the perception to a busy, thriving, safe and secure section of urban London". Key to delivering the desired growth is a quantum of commercial uses and community facilities.
- 6.14 As a result LB Brent and its partners have developed a comprehensive regeneration plan for South Kilburn. The South Kilburn Regeneration Programme is a long term physical regeneration programme which over the course of a 15 year period will aim to "transform South Kilburn from an estate of poor quality, predominantly socially rented homes into a successful neighbourhood of high quality, well designed, mixed tenure homes with quality local shops, services, employment opportunities and community facilities".

---

<sup>15</sup> Index of Multiple Deprivation (2011)





# OK Club Site

Initial Design Proposals

September 2015





View looking north down Neville Road

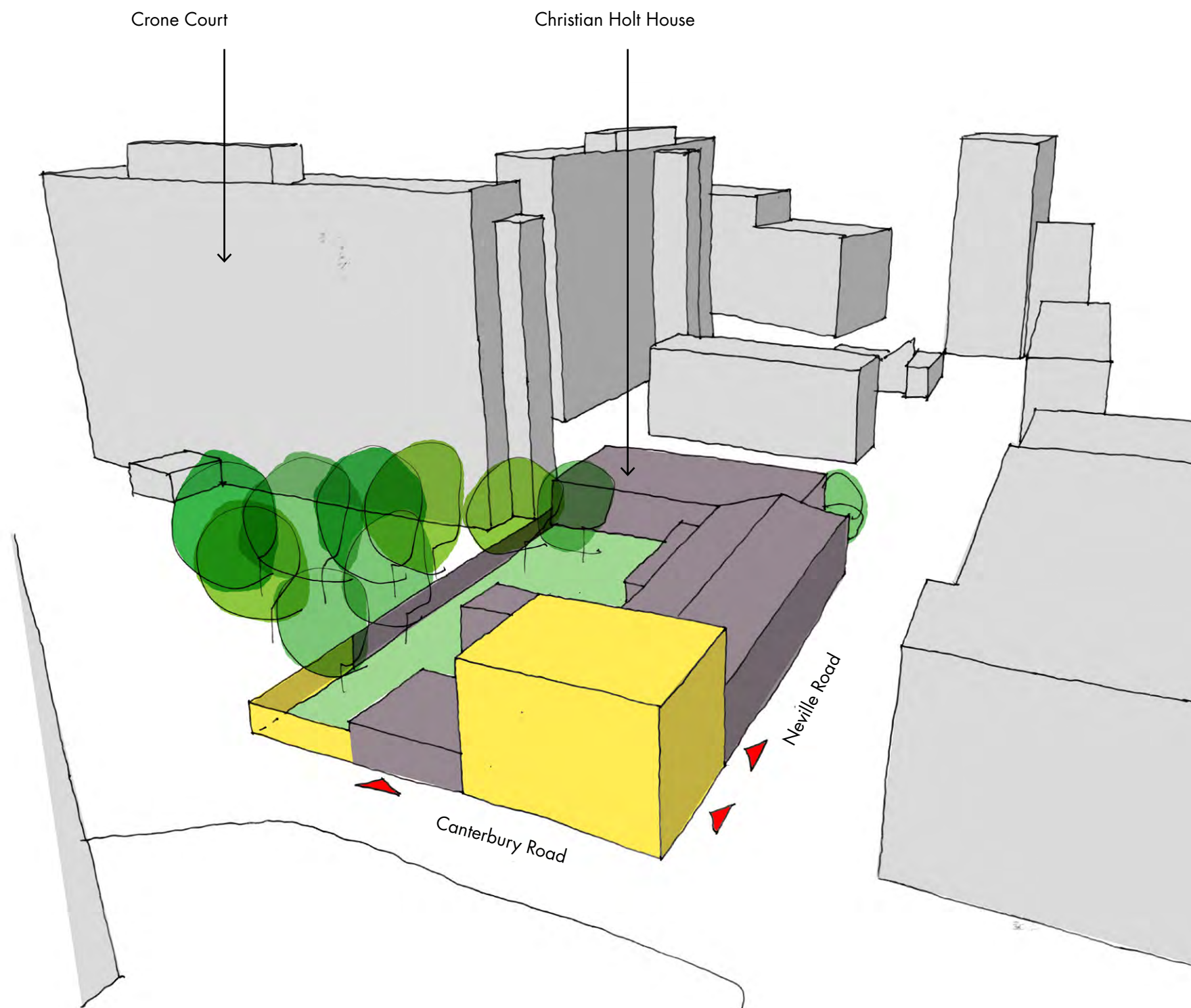


View looking west down Canterbury Road



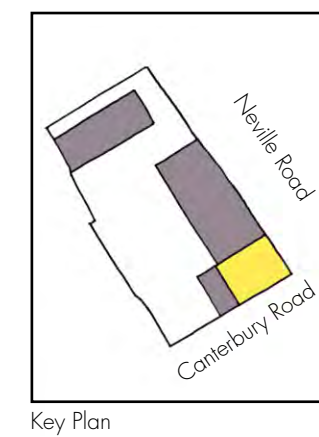
Existing entrance and single storey extension



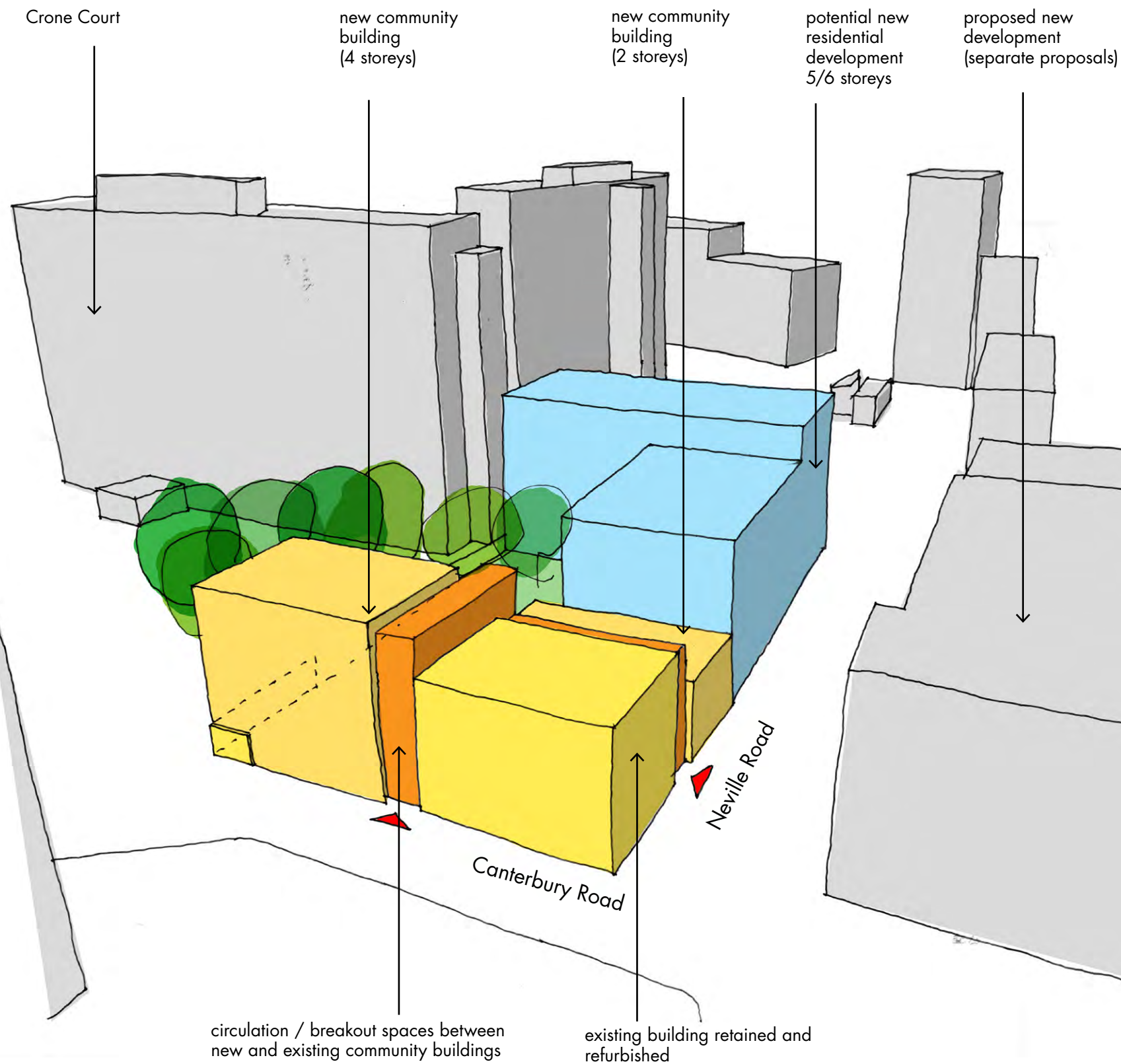


Aerial View from the south - existing

- Existing - retained
- Existing - for demolition

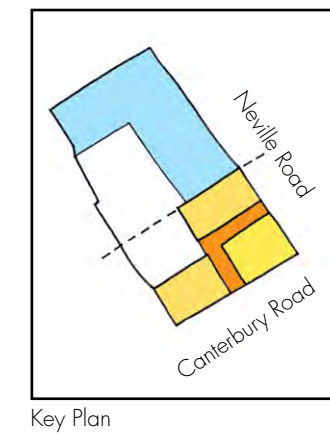




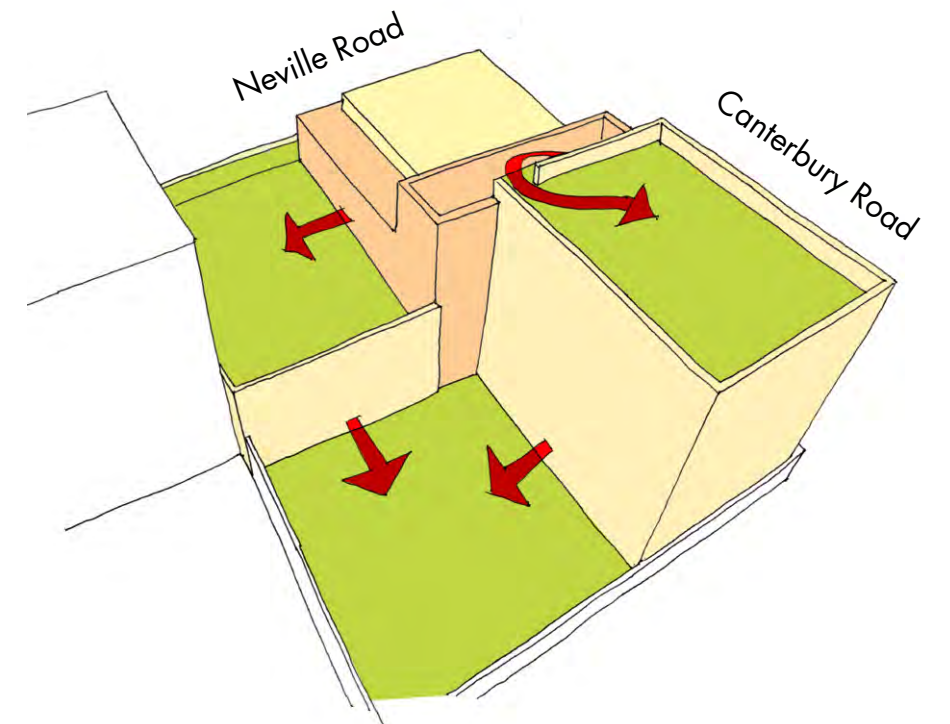


Aerial View from the south - proposed

- Existing OK Club building retained and refurbished
- New buildings to the north and west
- Circulation and break-out space between new and existing providing new entrances and enhancing flexible use of spaces
- Building stepping up to 4 storeys along Canterbury Road and down to 2 storeys along Neville Road

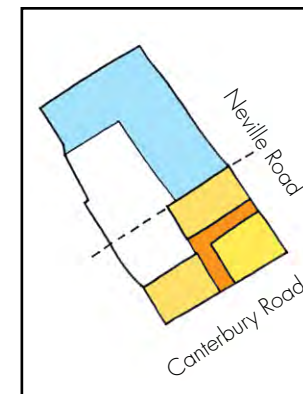


Penoyre & Prasad



- A variety of external spaces at different levels promoting flexibility and use





Key Plan

External community space. Flexible area for community groups, events and office staff.

Main entrance

Flexible office space. Open plan / hot desking arrangement.

Storage to support flexible community spaces

Open plan area for community groups, seminars etc. supporting activity for up to 30 people  
Flexible spaces able to sub-divided or combined as required.

Secondary entrance

Circulation / break out space allowing for maximum flexibility and use.

Communal kitchen for office staff, events and courses etc.

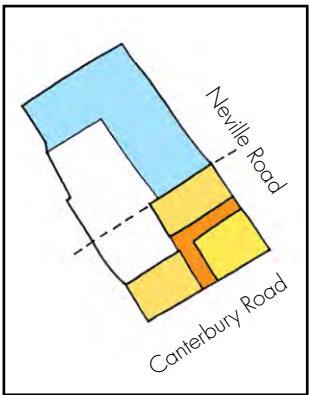
Reception and office space for space for support staff. Generally open plan,

# Ground floor plan

1:200 @ A3







Key Plan



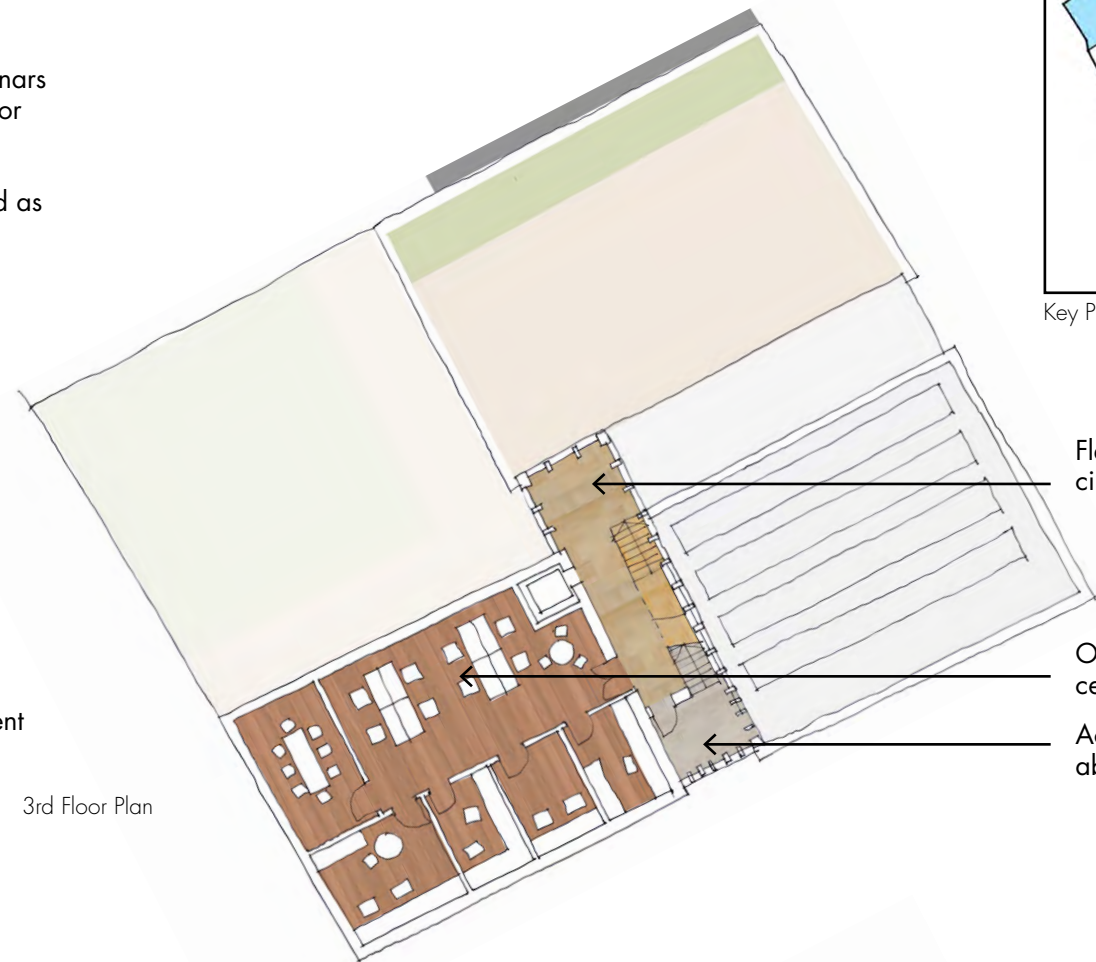
1st Floor Plan

Open plan area for community groups, seminars etc. supporting activity for up to 30 people  
Flexible spaces able to sub-divided or combined as required.

Flexible break-out / circulation area

Office space for space for support staff. Generally open plan,

Office space - potential cellular type arrangement



3rd Floor Plan

Flexible break-out / circulation area

Office space - potential cellular type arrangement

Access to roof garden above



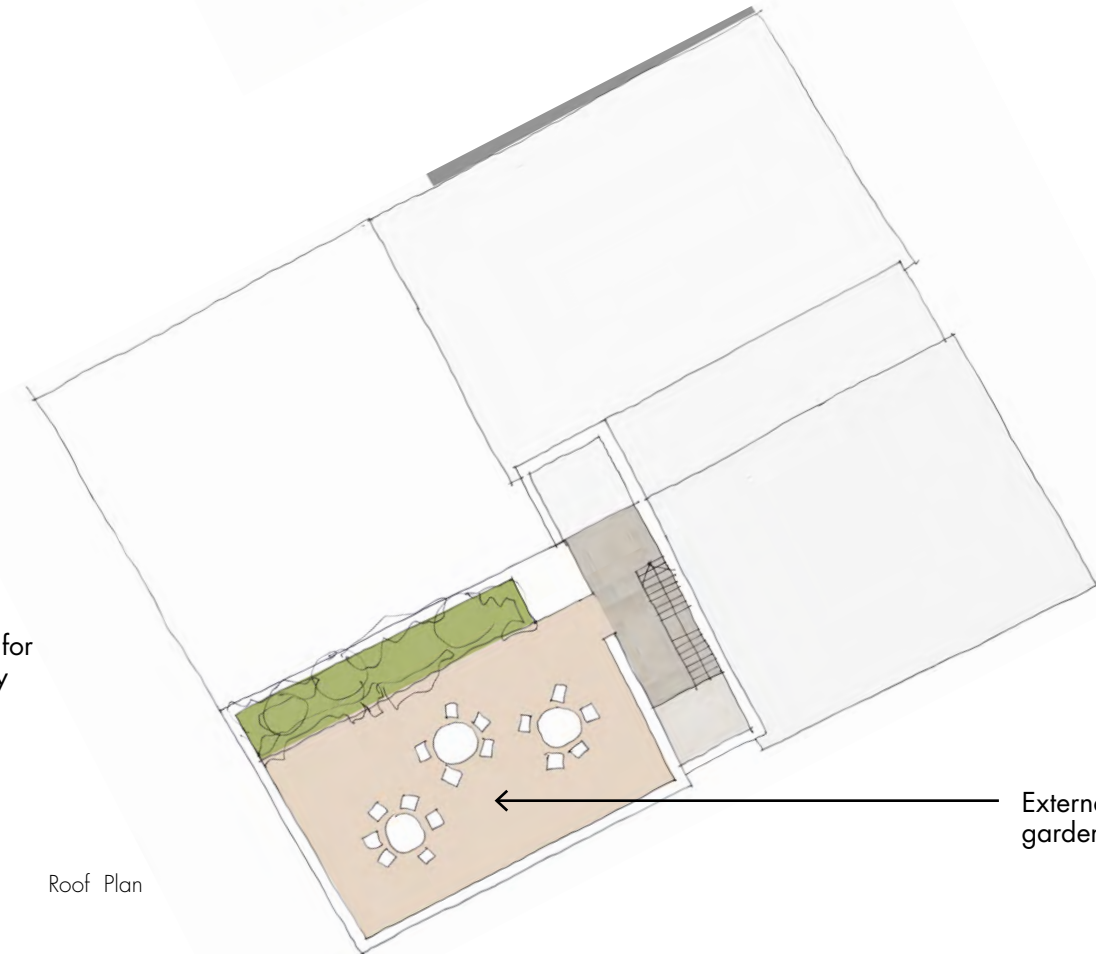
2nd Floor Plan

External roof terrace / garden.

Flexible break-out / circulation area

Office space for space for support staff. Generally open plan,

Office space - potential open plan / hot desk arrangement



Roof Plan

External roof terrace / garden.







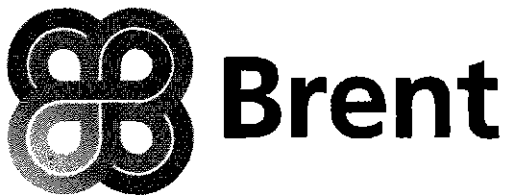
Proposed view from the corner of Canterbury Road and Neville Road





Unit No	Accommodation		GIA - Dimensions / areas		Dimensions /
	Metres		Feet		Feet
	<b>New Build - 4 storey</b>				
	GIA	metre	feet		
	Depth	9.50	31.17		
	Width	13.50	44.29		
	Area	128.25	1,380.47		
	Accommodation areas				
1A	Ground	128.3	1,380.5		897.3
1B	1st Fl	128.3	1,380.5		1,173.4
1C	2nd Fl	128.3	1,380.5		1,173.4
1D	3rd Fl	128.3	1,380.5		1,173.4
	<b>New Build - 2 storey</b>				
	GIA	metre	feet		
	Depth	10.50	34.45		
	Width	15.50	50.85		
	Area	162.75	1,751.83		
	Accommodation areas				
2A	Ground	162.8	1,751.8		1,489.1
2B	1st Fl	162.8	1,751.8		1,489.1
	<b>Existing Building</b>				
	GIA	metre	feet		
	Depth	9.70	31.82		
	Width	13.20	43.31		
	Area	128.04	1,378.21		
	Accommodation areas				
3A	Ground	128.0	1,378.2		1,171.5
3B	1st Fl	128.0	1,378.2		1,171.5
3C	2nd Fl	128.0	1,378.2		1,171.5
	<b>Circulation space</b>				
	GIA	metre	feet		
	Depth	25.90	84.97		
	Width	3.00	9.84		
	Area	77.70	836.36		
	Accommodation areas				
4A	Ground	77.7	836.4		710.9
4B	1st Fl	77.7	836.4		710.9
4C	2nd Fl	77.7	836.4		710.9
	<b>Overall Scheme (area)</b>				
	1,456		15,669		13,043

[illegible]



Brent Civic Centre  
Engineers Way  
Wembley  
Middlesex  
HA9 0FJ

---

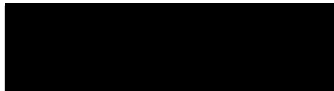
01/10/2015

**London Regeneration Fund – London Borough of Brent**

Dear sir or madam,

As the chief financial officer of the London Borough of Brent I have considered the attached application and agree to the financial forecasts proposed.

Signed:



1<sup>st</sup> October 2015

Name: Conrad Hall

Job title: Director of Finance

Date: 01.10.15

Match Funding Totals		2016/17					
		Q1		Q2		Q3	
Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev



LONDON REGENERATION FUND  
Application appraisal form

LB Brent  
South Kilburn Enterprise Hub

NW11B

Application details

Application reference numberNW11B

Project Place and/or TitleSouth Kilburn Enterprise Hub

Project TypeWorkspace

Applicant name and TypeLB BrentBorough

Borough and Area locationBrentNW

Amount requested45 % of TPV

Total match secured55 % of TPV

Total Project Value (TPV)check

Validation checklist

Documentation supplied

Completed application formY

Signed declarationY

Milestone scheduleY

S151 signed letter (if applicable)Y

Notesincludes match funding beyond April 2018

Validation passedYes

Project summary

Summary of application's key points

The Project involves the construction, establishment and long term management of an innovative workspace / community scheme (known as the Enterprise Hub) which is aimed at serving both the local community and businesses by addressing the significant lack of good quality, small workspace provisions in the Borough. It will include:

☐ A mix of creative workspace provisions, including an enterprise hub / business club, and dedicated self-contained office suites, available at market and affordable rents and operated as a long-term commitment by the South Kilburn Trust;

☐ A café, located within the business club space, which can be used by the local community and general public as well as a combined facility for the workspace element;

☐ Good quality youth space and community areas, run by the South Kilburn

Key outputs and outcomes

Jobs created, jobs safeguarded	101 new, 27 safeguarded, 67 construction
Area of public realm improved (m2)	175 sq m
Number of buildings or shop fronts improved	
Value of match funding secured (£)	
Number of businesses supported	109
Number of pre-start businesses supported	
Number of businesses improving performance	
Number of (cultural) events held	50 workshops per year, 500 residents engaged
Increase in footfall (%)	
Decrease in vacancy rate (%)	
Area of commercial space created or improved (m2)	1,100 sq m
Number of housing units unlocked	
Local environmental improvements (eg air quality)	
Trainee placements	50

Appraisal of application

	Score 1	Score 2	Avg. score	
<b>Section 1 - project description</b>				
1.1 Description of place	4	4	4.0	①
1.2 Description of project	5	4	4.5	①
1.3 Objectives	5	5	5.0	①
1.4 Outputs and outcomes	5	5	5.0	①
weighted score for section			37	
<b>Section 2 - deliverability</b>				
2.1 Team and management	5	4	4.5	①
2.2 Milestone and funding schedule	3	3	3.0	①
2.3 Risks	4	3	3.5	①
weighted score for section			22	
<b>Section 3 - value for money</b>				
3.1 Description of value for money	4	3	3.5	①
3.2 Complimentary value	4	4	4.0	①
weighted score for section			23	
Appraiser has checked capital and revenue				

Other recommendations

GLA Economics3

Culture Team

Application aggregate score

Overall score82 /100

Appraisal details

Appraiser 1Date complete

Appraiser 2Date complete

Appraisers comments

General comments and issues to be raised at moderation

Opportunity to create dedicated permanent (some affordable) workspace in South Kilburn in the context of significant residential growth. Potential opportunity to consider how residential and workspace can work together. Combination of commercial and community space, which will help create a more active facility and could enhance the outcomes. This project, with proposals for affordable workspace and community space, and including new build construction, would likely not come forward without LRF investment. This project should be considered for funding, but scaled down or phased options should be reviewed.

Technical and programme comments to be raised at moderation

Is the amount requested genuinely all capital? **Yes.**

Has VAT been included in the cost profile? **Unclear.**

Are there other applications or other Mayoral funding for the same place? **Nearby cycle infra improvement money from TfL**

What is the source and security of match funding? is it cap or rev, or in-kind? **Significant cash match from LBB and SKT (rev and cap).**

Are there potential State Aid issues? suggested safeguards? **Yes.** No clear safeguards.

Comments on section 1 - project description

Good understanding of SME and workspace landscape in the area, as well as challenges/opportunities presented by significant growth in the Kilburn (2,400 new homes). Clear description of project that aligns with LRF aims to create permeant workspace, some of which will be a affordable (% to be checked). Opportunity to shape mixed use site that brings together workspace, community use and residential. Ambitious outputs/outcomes, particularly around jobs.

Comments on section 2 - deliverability

JV agreement between SKT and LBB in process, and will be agreed by Dec. Clear roles identified, with LBB facilitating redevelopment and SKT managing in the long-term. This is based on each organisation skill set. Work has already been undertaken to understand costs and initial design options.

One quarter allocated to agree designs, secure planning and tender for contractors will be ambitions. Likely that project will slip into 18/19.

Risk around cost of new build construction. How will additional funding be secured if costs rise?

Comments on section 3 - value for money

This project represents fairly good value for money, as the number of jobs created and supported is very high and it is a good opportunity to secure permanent workspace, however the the requested investment from the LRF is very high. BJ - agree -very high request with little direct investment by LBB

The cost benefit analysis of the likely outputs of the proposed scheme produces a ratio of 3.9 as a result of GLA's investment of and the other sources of match funding secured to deliver this project. The GLA's investment represents some per job (based on initial job generation) and some per job by the end of the first 5 years

GLA Economics Comments

The proposal is well put together highlighting local area needs and the demand for flexible workspace. Although the proposal includes a cost-benefit analysis, it does not provide a methodology approach to assess its validity meaning the stated benefit cost ratio could be optimistic (though may remain above one).

Recommendations: The proposal should detail their approach taken for the cost-benefit analysis in an appendix

GLA Culture Comments

MORTGAGE

involves acquisition of some sites. Not wholly relevant for culture to comment

Comments from GLA teams

EBPU:

Environment / ReFit: It would be useful to have some targets around improving building energy efficiency through the refurbishment work, and a commitment to have a Display Energy Certificate. Soft landscaping opportunities should be maximised, with perhaps more biodiverse greening on the roof terrace to offset any loss in greenspace. Opportunities for downpipe disconnection and surface water management in the courtyard area could also be investigated.

Transport:

Housing & Land / Planning: Strong design support at feasibility stage (Penoyre

LONDON REGENERATION FUND  
Application appraisal form

LB Brent  
South Kilburn Enterprise Hub

NW11

Application details

Application reference numberNW11

Project Place and/or TitleSouth Kilburn Enterprise Hub

Project TypeWorkspace

Applicant name and TypeLB BrentBorough

Borough and Area locationBrentNW

Amount requested47 % of TPV

Total match secured53 % of TPV

Total Project Value (TPV)

check

Validation checklist

Documentation supplied

Completed application formY

Signed declarationY

Milestone scheduleY

S151 signed letter (if applicable)Y

Notes

includes match funding beyond April 2018

Validation passedYes

Project summary

Summary of application's key points

The Project involves the construction, establishment and long term management of an innovative workspace / community scheme (known as the Enterprise Hub) which is aimed at serving both the local community and businesses by addressing the significant lack of good quality, small workspace provisions in the Borough. It will include:

☐ A mix of creative workspace provisions, including an enterprise hub / business club, and dedicated self-contained office suites, available at market and affordable rents and operated as a long-term commitment by the South Kilburn Trust;

☐ A café, located within the business club space, which can be used by the local community and general public as well as a combined facility for the workspace element;

☐ Good quality youth space and community areas, run by the South Kilburn

Key outputs and outcomes

Jobs created, jobs safeguarded	101 new, 27 safeguarded, 67 construction
Area of public realm improved (m2)	175 sq m
Number of buildings or shop fronts improved	
Value of match funding secured (£)	
Number of businesses supported	109
Number of pre-start businesses supported	
Number of businesses improving performance	
Number of (cultural) events held	50 workshops per year, 500 residents engaged
Increase in footfall (%)	
Decrease in vacancy rate (%)	
Area of commercial space created or improved (m2)	1,100 sq m
Number of housing units unlocked	
Local environmental improvements (eg air quality)	
Trainee placements	50

Appraisal of application

	Score 1	Score 2	Avg. score	
<b>Section 1 - project description</b>				
1.1 Description of place	4	4	4.0	①
1.2 Description of project	5	4	4.5	①
1.3 Objectives	5	5	5.0	①
1.4 Outputs and outcomes	5	5	5.0	①
weighted score for section			37	
<b>Section 2 - deliverability</b>				
2.1 Team and management	5	4	4.5	①
2.2 Milestone and funding schedule	3	3	3.0	①
2.3 Risks	4	3	3.5	①
weighted score for section			22	
<b>Section 3 - value for money</b>				
3.1 Description of value for money	4	3	3.5	①
3.2 Complimentary value	4	4	4.0	①
weighted score for section			23	
Appraiser has checked capital and revenue				

Other recommendations

GLA Economics

3

Culture Team

Application aggregate score

Overall score82 /100

Appraisal details

Appraiser 1Date complete

Appraiser 2Date complete

Appraisers comments

General comments and issues to be raised at moderation

Opportunity to create dedicated permanent (some affordable) workspace in South Kilburn in the context of significant residential growth. Potential opportunity to consider how residential and workspace can work together. Combination of commercial and community space, which will help create a more active facility and could enhance the outcomes. This project, with proposals for affordable workspace and community space, and including new build construction, would likely not come forward without LRF investment. This project should be considered for funding, but scaled down or phased options should be reviewed.

Technical and programme comments to be raised at moderation

Is the amount requested genuinely all capital? **Yes.**  
Has VAT been included in the cost profile? **Unclear.**  
Are there other applications or other Mayoral funding for the same place? **Nearby cycle infra improvement money from TfL**  
What is the source and security of match funding? is it cap or rev, or in-kind? **Significant cash match from LBB and SKT (rev and cap).**  
Are there potential State Aid issues? suggested safeguards? **Yes.** No clear safeguards.

Comments on section 1 - project description

Good understanding of SME and workspace landscape in the area, as well as challenges/opportunities presented by significant growth in the Kilburn (2,400 new homes). Clear description of project that aligns with LRF aims to create permeant workspace, some of which will be a affordable (% to be checked). Opportunity to shape mixed use site that brings together workspace, community use and residential. Ambitious outputs/outcomes, particularly around jobs.

Comments on section 2 - deliverability

JV agreement between SKT and LBB in process, and will be agreed by Dec. Clear roles identified, with LBB facilitating redevelopment and SKT managing in the long-term. This is based on each organisation skill set. Work has already been undertaken to understand costs and initial design options.

One quarter allocated to agree designs, secure planning and tender for contractors will be ambitions. Likely that project will slip into 18/19.

Risk around cost of new build construction. How will additional funding be secured if costs rise?

Comments on section 3 - value for money

This project represents fairly good value for money, as the number of jobs created and supported is very high and it is a good opportunity to secure permanent workspace, however the the requested investment from the LRF is very high. BJ - agree -very high request with little direct investment by LBB

The cost benefit analysis of the likely outputs of the proposed scheme produces a ratio of 3.9 as a result of GLA's investment of and the other sources of match funding secured to deliver this project. The GLA's investment represents some per job (based on initial job generation) and some per job by the end of the first 5 years

GLA Economics Comments

The proposal is well put together highlighting local area needs and the demand for flexible workspace. Although the proposal includes a cost-benefit analysis, it does not provide a methodology approach to assess its validity meaning the stated benefit cost ratio could be optimistic (though may remain above one).

Recommendations: The proposal should detail their approach taken for the cost-benefit analysis in an appendix

GLA Culture Comments

MORTGAGE  
involves acquisition of some sites. Not wholly relevant for culture to comment

Comments from GLA teams

EBPU:  
  
Environment / ReFit: It would be useful to have some targets around improving building energy efficiency through the refurbishment work, and a commitment to have a Display Energy Certificate. Soft landscaping opportunities should be maximised, with perhaps more biodiverse greening on the roof terrace to offset any loss in greenspace. Opportunities for downpipe disconnection and surface water management in the courtyard area could also be investigated.  
  
Transport:  
  
Housing & Land / Planning: Strong design support at feasibility stage (Penoyre

LONDON REGENERATION FUND  
Application appraisal form

LB Brent  
South Kilburn Enterprise Hub

NW11

Application details

Application reference number	NW11	
Project Place and/or Title	South Kilburn Enterprise Hub	
Project Type	Workspace	
Applicant name and Type	LB Brent	Borough
Borough and Area location	Brent	NW
Amount requested	<div><div></div></div>	47 % of TPV
Total match secured	<div><div>0</div></div>	53 % of TPV
Total Project Value (TPV)	<div><div></div></div>	£218,150 check

Validation checklist

Documentation supplied	Completed application form	Y
	Signed declaration	Y
	Milestone schedule	Y
	S151 signed letter (if applicable)	Y
Notes	includes match funding beyond April 2018	
Validation passed	Yes	

Project summary

Summary of application's key points

The Project involves the construction, establishment and long term management of an innovative workspace / community scheme (known as the Enterprise Hub) which is aimed at serving both the local community and businesses by addressing the significant lack of good quality, small workspace provisions in the Borough. The project includes the refurbishment of an existing three-storey building and the demolition of the current gym, in order to permit the construction of two new buildings with enough space for the incorporation of the employment and community uses. The freehold aand management will sit with South Kilburn Trust.

Key outputs and outcomes

Jobs created, jobs safeguarded	101 new, 27 safeguarded, 67 construction
Area of public realm improved (m2)	175 sq m
Number of buildings or shop fronts improved	
Value of match funding secured (£)	
Number of businesses supported	109
Number of pre-start businesses supported	
Number of businesses improving performance	
Number of (cultural) events held	50 workshops per year
Increase in footfall (%)	
Decrease in vacancy rate (%)	
Area of commercial space created or improved (m2)	1,100 sq m
Number of housing units unlocked	
Local environmental improvements (eg air quality)	
Trainee placements	50

Appraisal of application

	Score 1	Score 2	Avg. score
<b>Section 1 - project description</b>			
1.1 Description of place			①
1.2 Description of project			①
1.3 Objectives			①
1.4 Outputs and outcomes			①
weighted score for section			
<b>Section 2 - deliverability</b>			
2.1 Team and management			①
2.2 Milestone and funding schedule			①
2.3 Risks			①
weighted score for section			
<b>Section 3 - value for money</b>			
3.1 Description of value for money			①
3.2 Complimentary value			①
weighted score for section			
Appraiser has checked capital and revenue			

Other recommendations

GLA Economics	
Culture Team	

Application aggregate score

Overall score /100

Appraisal details

Appraiser 1		Date complete	
Appraiser 2		Date complete	

Appraisers comments

General comments and issues to be raised at moderation

Is this a good application and project? Why?

What's missing? How could the project be improved?

Technical and programme comments to be raised at moderation

Is the amount requested genuinely all capital?

Has VAT been included in the cost profile?

Are there other applications or other Mayoral funding for the same place?

What is the source and security of match funding? is it cap or rev, or in-kind?

Are there potential State Aid issues? suggested safeguards?

Do outputs or match extend beyond April 2018?

Are there baselines for outputs/outcomes? are they realistic?

Comments on section 1 - project description

Comments on section 2 - deliverability

Comments on section 3 - value for money

GLA Economics Comments

GLA Culture Comments

Comments from GLA teams

EBPU:

Environment / ReFit:

Transport:

Housing & Land / Planning: