

# 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: Lambeth Council

Type of organisation: Local Authority

Registered company or charity number (if relevant): N/A

Address: Phoenix House, 10 Wandsworth Road, Lambeth, SW8 2LL.

Name of contact person: Tom Bridgman

Position held: Delivery Lead, Regeneration

Telephone number: 020 7926 0176

E-mail address: TBridgman@lambeth.gov.uk

Other organisations involved: Loughborough Estate TRA, Loughborough Junction Action Group, Network Rail, the Loughborough Farm, the Green Man Skills Zone, Tree Shepard, South London Makerspace, Lambeth Clinical Commissioning Group. This list is likely to grow as more community groups come on board.

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: Daniel Bridge and William Stewart. Principle Development Managers, Housing and Land team, are both personal friends

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

We have included with this application the following:

Supporting Document 1 – this report sets out the context, emerging design concepts for the proposed workspace and relevant precedents.

Supporting Document 2 – this pack includes the signed letter from our S151 officer, the residual land value appraisal for the site (demonstrating market failure), the cost plan for the capital works and letters of support from key stakeholders and partners

Along with the completed funding and milestones schedule (in excel), we have also submitted the project's cash flow model (also in excel).

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

Describe the place for which you are seeking support (up to 1 side of A4).

Loughborough Junction (LJ) is a diverse local centre with a strong community identity sitting between Brixton, Camberwell and Herne Hill. However, evidence suggests that it is largely missing out on the benefits of growth being felt in Lambeth and across London. The employment rate is 16% lower than in Lambeth and 7.5% lower than London, with youth unemployment at 9.8%, against 7.4% and 7% in Lambeth and London respectively. The growth rate for jobs in the area between 2009 and 2014 was only a third of that across Lambeth and London (5% compared to 14% and 15% respectively). These trends also manifest themselves in average household income, which is 20% (or £10,000) lower than the London-wide average.

As residential values increase and development pressure mounts, the opportunities associated with attracting new businesses and building new homes are significant. The challenge is ensuring that the existing community benefits. Lambeth Council (LBC) is currently working with the local community and Hawkins/Brown on a masterplan for the area, which would guide long-term redevelopment and inform the next iteration of the Local Plan. It would also look to integrate a number of extant planning permissions that have come forward over the past 18 months and recognises that Network Rail (NR) is planning to refurbish a number of its arches.

The residential areas around the town centre maintain a strong sense of community identity and the masterplan engagement work has found that nurturing this is the highest priority for local people. However, there is also a sense of different communities, spatially and economically defined, by the large housing estates and lower-rise Victorian houses. LJ benefits from strong community groups, such as the Loughborough Estate Management Board (LEMB) and the Loughborough Junction Action Group (LJAG), delivering important work on the ground.

The town centre is much more than the immediate strip of retail along Coldharbour Lane. It is a fascinating blend of makers, artists, creatives, mechanics and other light industrial uses. However, there is a need to intensify economic activity and activate derelict space to bring additional activity and knit these uses into the broader high street offer.

LJ is defined by its 7 railway bridges, 252 railway arches and the industrial “yard” areas they created in between. These industries have capitalised on the space available, with many low threshold enterprises now feeling the pressure of change and rent rises. While the arches are an essential part of what makes the place, they currently also hold it back. Many are in poor condition and because of an historic lack of investment there are high vacancy rates (41% are currently unoccupied), which in turn leads significant issues of abandoned cars, fly tipping, anti-social behaviour and criminal activity. In response, the LBL and NR have partnered with Meanwhile Space CIC (MwS), who have begun to activate some of these empty spaces, bringing a mix of uses and breathing new life into the areas behind the high street, supporting makers and the broader creative sector,. Their work reinforces the findings of Lambeth’s Employment Land Review (2015), which highlights a strong demand for workspace in LJ and it is this need that forms the central basis for our bid.

## 1.2. Project

How much are you asking for from the GLA? £1,844,388

What is the total project value (GLA request plus match funding)? £3,725,629

When will the project begin? April 16

When will the project complete? March 36

Describe the activity for which you are seeking support (up to 1 side of A4).

The proposal focuses on a LBL owned parcel of land, **Styles Gardens**, designated for employment use in the local plan, but which is suffering from market failure and has been vacant for many years.

The Council proposes to ring-fence the land to this project for 20 years, on a peppercorn rent, and use LRF investment to create around 1903sqm of employment space. While subject to detailed design development, the concept design work (see Supporting Document 1) demonstrates potential for 455sqm of studio space, 200sqm of makerspace, 323sqm of co-working offices and 825sqm of space for individual and shared workshops/food production, plus 100sqm of horticultural research.

This mix of space is based on evidenced need identified by MwS and other partners active in the local area. To reduce costs and construction time, and to increase the opportunities to involve local people, affordable construction

methods such as shipping containers, timber frame buildings and self-build would be central to its delivery. Initially managed by MwS, the capacity of local residents would be developed. When ready, management of the site would be transferred to a community management group, securing long-term stewardship of the site by those who stand to benefit from it.

The bid would also secure the long-term future of the Loughborough Farm community food growing project, which has developed informally on the site over the last 18 months. This would be achieved by making productive use of roof space, hard standing and incidental landscaping on site. Staffed by volunteers, the farm would make the employment-led site accessible to the wider community, fostering social interaction, developing skills, and bringing health and wellbeing benefits to local residents and employees alike.

Training opportunities would be maximised throughout the construction process by linking in with Lambeth College's apprenticeship programme, as well as involving the community in building structures, furniture and growing beds associated with the farm. Businesses would be encouraged to offer skills and training workshops as part of a volunteering scheme, built into their tenancy agreements. In turn, tenants would benefit from on-going training and business support services, provided by local organisations the Green Man Skills Zone and Tree Shepherd, helping fledgling businesses develop into successful and sustainable companies. Tree Shepherd will be given space on-site to work intensively with new businesses and leverage additional funding to expand the training and business development offer and work with entrepreneurial residents of the adjacent housing estate.

A second, related element is to run an **“Arch Recycling” design and build competition** (see Supporting Document 1). Working in partnership with MwS and NR, an agreement is already in place to allow temporary use of vacant arches in the area. If successful, our bid would expand on this to bring arches into use that require significant investment, but are not available for enough time to warrant a significant outlay for their refurbishment. It is proposed to run a competition to design and construct self-contained structures, which offer security, insulation and are waterproof. If successful solutions can be found, the opportunity to unlock unused space in LJ and beyond is significant. We expect to select 3 designs to utilise up to 8 arches in LJ.

### 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 (up to 2 sides of A4)?

**Proactive stewardship** – LBL has agreed the principle of ring fencing the Styles Gardens site for this project for at least 20 years, with the objective of transferring the leasehold to the community within the next 5 years. This process would be led by MwS, who would operate the site in the interim. A project steering group would be established involving key community groups. MwS would develop their capacity with a view to them taking future control. LBL has a clear process in place to assess the transfer of assets to the community and would, working with MwS, apply a series of tests prior to reassigning the leasehold. The concept designs for this proposal have been drawn up by a local architect and volunteer at the community growing project.

Elected members have been engaged in the development of this bid and would take a key role moving forward. Moreover, partnerships between community organisations have strengthened through the bid development process and would be further enhanced through their involvement in the steering group. MwS is already providing employment space in the area and have built good relationships with local businesses and residents, who have begun to support each other and the wider community. Building on this, future tenants would be required, through covenants in their tenancy agreements, to volunteer, or contribute, to support local projects.

**Enables good growth** - The proposals would utilise an underused space, located just behind the local high street, unlocking its development potential. The LJ masterplan has highlighted this space as a key opportunity for growth, but also demonstrated that, without subsidy, it is unlikely to be an attractive development opportunity (see section 3). A sliding scale of affordability across all space (cross-subsidised by some near market rent units) would allow start-up businesses to develop and more established ones to grow. Flexible terms would mean easy exit for those that need it, but also the ability to grow or shrink in line with business need. MwS is currently managing a number of railway arches for short-periods of time, helping to activate spaces ahead of major refurbishment planned by NR. The new space proposed in this bid would provide longer-term opportunities for these businesses, a crucial follow-on opportunity to bring sustainability to the meanwhile opportunity.

The peppercorn rent from LBL, alongside capital investment from the LRF would allow rents to be kept affordable and the income generated from the site to be ploughed back into the delivery of wider benefits to the local community and the tenants of the site. MwS, along with Tree Shepard and the Green Man Skills Zone would provide enterprise and employability training from the space. All three partners are very active in the immediate local area and have a pipeline of potential tenants ready to start up or follow on their businesses utilising the spaces being proposed.



The proposals would create a strong and active frontage to Loughborough Road, bringing life to a blank façade in a town centre location. The project would also act as the first stage towards increasing permeability in the town centre by teeing up the possibility of linking Styles Gardens and Rathgar Road through a railway arch. This is a key proposition emerging from the LJ masterplan work and while the actual connection would need to come forward as an early phase of arch refurbishment to be carried out separately by NR, it would not be possible without the Styles Gardens site being in active use and the route being safeguarded. Creating this connection and increasing pedestrian flow between the estate and the train station would enable NR to make a much stronger business and planning case to establish town centre uses in the adjacent, largely vacant arches.

**Pilot change** - Over the past two years, MwS and LBL have worked with NR to establish a unique partnership arrangement to unlock vacant arches for productive activity. The net result is a Service Level Agreement between NR and MwS that forms the basis for any long standing vacant arch in the area to be given to MwS at no charge to sublet. The 13 arches currently in the project represent the tip of the iceberg in terms of the opportunity in LJ, but also across London. There are a further 8 arches identified in the immediate environment. The proposal to design and build cost effective internal structures to allow their productive occupation would pilot change, both in LJ, where there is a long list of other vacant arches, but also across London where there are more than 300 arches identified by NR as potentially available.

The integration of the farm and employment space would combine productive community and employment uses for mutual benefit; reducing landscape maintenance costs; providing a healthy environment for employees; providing opportunities for social interaction; making efficient use of otherwise unproductive roof space and areas between buildings; and securing the future of an important local community asset.

**Intensify places of work** – The Styles Gardens site is a designated employment site, but one that does not provide opportunities for paid work, is subject to market failure and is unlikely to come forward for redevelopment. The proposals would intensify employment activity by meeting strong, identified and unmet local demand, evidenced through the existing work of MwS in the local area. This includes makerspace, studio space and desk space. Over the last few months MwS, through minimal promotion activities have had more than 50 expressions of interest for this range of activity, leading to 20 applications for just 6 arches. The vacant arches that would be brought back into use would also provide additional useable work space in the area.

**Creating open workspaces** – An identified lack of supply of suitable low threshold/affordable space would be addressed by the range of spaces proposed, many of which would be open workspaces. The project would include the creation of open workshop spaces, to be taken on by South London Makerspace. This would be a different operation to their Herne Hill offer and would focus on a much more commercially orientated membership base. The site would also include open office and studio spaces, building on demand shown through The Platform project run by MwS, but also demonstrated through the over subscription of the co-working space and studio spaces at the Shakespeare Business Centre. A third offer is being explored, providing shared food production space. Tree Shepard would help direct local businesses and starts ups into the space and provide on-going support, a programme which would expand as new funding opportunities are identified.

#### 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.

Please fill out the table provided; some examples have been added.

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>No. of SMEs supported to start up</b>	0	29	Business would not be trading but enquiring about or trying to start-up prior to intervention. Counted as a new business when it is still in operation 12 months after it started trading. Start trading - date when business registers for VAT or for National Insurance contributions.  Assumed 1/3 of 88	Business – name, address including post code, telephone number, contact details, ownership, number of employees  Start of trading – Company Registration Number / VAT Number and date of registration of NI Class 2 date of registration and date of first transaction.

			businesses on site (incl. arches) over the course of two year monitoring period (factoring in churn of 20 businesses per annum).	
<b>No. of SMEs supported to increase their turnover</b>	0	58	<p>The increase in the value of goods and services provided by a business over a target period.</p> <p>Business turnover = The average aggregated value of goods and services provided by businesses over that target period.</p> <p>Methodology –2/3 of 88 businesses on site over the course of two year monitoring period (factoring in churn of 20 businesses per annum).</p>	<p>Baseline position collected at commencement of project and follow up survey undertaken at an agreed point (this may be after the project closes to capture full impacts).</p> <p>Business – name, address including post code, telephone number, contact details, ownership, number of employees</p> <p>Support – details of the provider of any support (name and address). Details of the assistance provided to the pre-start or business to include a record of hours of assistance. Form or letter confirming consultancy support and hours.</p>
<b>No. of SMEs assisted/IAG</b>	0	88	<p>A minimum of either two days (or 12hrs) consultancy advice or other non-financial assistance. When a business is already trading in the borough and expands as a result of the intervention it can be counted when premises are expanded, number of employees increase, uplift in sales/contracts.</p>	<p>Business – name, address including post code, telephone number, contact details, ownership, number of employees</p> <p>Support – details of the provider of any support (name and address). Details of the assistance provided to the pre-start or business to include a record of hours of assistance. Form or letter confirming</p>

			Methodology- 88 businesses on site over the course of two year monitoring period (factoring in churn of 20 businesses per annum). All receiving at least 12 hours of support.	consultancy support and hours.
<b>Jobs created</b>	0	52	<p>New - should not have existed in the London borough or the employer before the intervention.</p> <p>and</p> <p>Permanent - should have a life expectancy of at least 26 wks. FTE - 35hrs or more per wk.</p> <p>Methodology – assumed 1/3 of 134 jobs on site increased to factor in churn of businesses and employees plus two additional jobs created specifically for the upkeep and management of the site.</p>	<p>Letter or form signed by employer to confirm jobs are as a result of the project, including:</p> <p>Job – title of the new or attracted job, contract of employment with expected start date, hours of work.</p> <p>Business – name, address, post code, telephone number, ownership and number of employees.</p>
<b>Jobs safeguarded</b>	0	50	<p>Job is a permanent, FT equivalent job which was at risk prior to moving to project. At risk is defined as being forecast to be lost normally within one year.</p> <p>Methodology – assumed 1/3 of 134 jobs on site increased to factor in churn of businesses and employees.</p>	<p>A letter from employer or form at end of project confirming that safeguarded job, including</p> <p>Safeguarded – job title, contract of employment and duration (1 year or longer), hours of work (for FTE calculation)</p> <p>Business – name, address, post code,</p>

				telephone number, contact details, ownership, number of employees
<b>No. of construction jobs created/facilitated</b>	0	30	Temporary jobs that have resulted through the construction phase of a project through GLA and associated spend. Relate to employment site acquisition or preparation, physical construction, or procurement, legal and business operations related to a development.	Letter of confirmation or signed form from employer to demonstrate that job is as a result of the associated project/programme contract, include:  Name, address and postcode of contractor. Title of new job, contract of employment, start date and duration and hours of work.
<b>Value of match funding secured</b>	£0	£1,881,241	£1,712,988– based on seven years worth of projected income from the scheme  £144,753 equivalent volunteering time for the food growing element of the project. (Conservative estimate based on 2,260 volunteer hours over 12 months in 2014-2015, continuing over 7 years, and converted using the London Living Wage (£9.15/hour).  £23,500 of match funding from Tree Shepherd	Open book accounting between MwS and Council. Print outs from accounting spreadsheets provided and signed by Finance Director, validated by receipts.  Copies of volunteer attendance sign up sheets – cover sheet signed by Finance Director  Invoices paid by other funders
<b>New or improved commercial/</b>	0	1903m2	New buildings constructed and vacant arches brought into	Site visit with GLA based on scale plans of the site

<b>business space (m2)</b>			use as part of the project.  Calculated from illustrative proposal	
<b>Local environmental improvements</b>	0	378m2	Improved growing spaces and new amphitheatre on site.  Calculated from illustrative proposal	Site visit with GLA based on scale plans of the site
<b>Number of vacant units brought back into use</b>	0	8	Based on vacant railway arch units being re-occupied for at least 6 months  A unit would be considered vacant if it has not been occupied for over 6 months. Re-occupation would be by a non-residential use.	Signed statement form landlord that the space has been vacant for over 6 months.  Signed occupation / rental agreement / license / meanwhile lease etc. showing start and end dates of occupation / agreement
<b>Area of vacant floorspace re-occupied (m2)</b>	0	600	Based on 8 vacant railway arch units being re-occupied for at least 6 months  Floorspace, measured in m2, is considered vacant if it has not been occupied for over 6 months.	Floor plan drawings showing Gross Internal Area.  Signed statement form landlord that the space has been vacant for over 6 months.  Signed occupation / rental agreement / license / meanwhile lease etc. showing start and end dates of occupation / agreement
**'businesses' may include artists or creative practitioners where relevant				

## 2. DELIVERABILITY (30 PER CENT)

### 2.1. Team

Anticipated lead delivery organisation: Lambeth Council

Other participating organisations: Loughborough Estate TRA, Loughborough Junction Action Group, Network Rail, the Loughborough Farm, the Green Man Skills Zone, Tree Shepard, South London Makerspace, Lambeth Clinical Commissioning Group. This list is likely to grow as more community groups come on board.

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

LBL would be the lead organisation for the project and accountable body. The project lead would be Tom Bridgman, Delivery Lead – Regeneration. He would work on this project 0.5 days per week in both years. Tom is responsible for the Council's regeneration activity across Brixton, LJ and Clapham and has lead on the Pop Brixton project, as well as the current Brixton Central High Street Fund grant. Tom would be supported by Tom Rumble, Neighbourhood Lead who would be the day to day contact and would work on the project on average 1.5 day per week in both years. Tom works within Lambeth's regeneration team and is an urban designer and planner. Simon Burnett, Delivery Co-ordinator, would work on the project 2 days per week in both years and would be responsible for grant claims and monitoring. During the 12 month detailed design and construction phase, Peter Dawes, Delivery Lead, Major Capital Programmes would lead the delivery of the construction phase. His team would charge 3% of the construction value to cover costs. This is a standard internal charge for their services. They are leading on a number of major capital projects for LBL. We have also allowed for 3 days per quarter over the 2 years for Ian Speed, Lambeth's capital projects accountant, along with 0.5 days of a senior finance officer for sign off of grant claims. A one off sum for 5 days for internal legal advice and 3 days for procurement has also been included.

#### **Styles Gardens/Loughborough Farm Site:**

LBL owns the land. While the site currently sits within the Housing Revenue Account (HRA), its employment designation means that formalising any policy compliant use of the site would require it to be appropriated to the General Fund, for which the principle has been agreed at a nominal rate. LBL has also agreed the principle of ring fencing the land for this project for 20 years, should the requested investment be secured from the London Regeneration

Fund. An initial cost plan has been undertaken by Mace and is included in the supplementary document. The preferred option is for LBL to procure an architect to design the scheme and then a main contractor to deliver the project. Once constructed, the proposal is that an initial five year lease is granted to MwS, at a peppercorn rent, linked to a Service Level Agreement (SLA). However, if preferred, this could be a 20 year lease with a break at year 5. A steering group would be set up, with the Loughborough Estate Management Board (the Tenant Management Organisation (TMO) for the adjacent Loughborough Estate) playing a leading role, along with other community groups, Council officers and ward councillors.

The steering group would agree and oversee the SLA with MwS. The SLA would set out a requirement for MwS to build the capacity of the steering group with a view to it taking over the management of the site within 5 years. This would be based on a series of tests as set out in LBL's adopted Community Asset Transfer Policy. Should the group not yet be ready the lease would be renewed with MwS. The SLA would set out areas such as rent levels, tenant selection criteria and outputs (linked directly to those of the bid).

MwS would manage and operate the site. As an experienced management company currently providing affordable workspace in the immediate area, they are well positioned to provide expertise and stability while capitalising on their existing local knowledge, connections and reputation. MwS is an experienced landlord of buildings and land secured on a temporary basis. MwS would licence on a participation agreement, sub-lease the properties or facilitate direct superior landlord/tenant relationships, dependent on the circumstance. Batchelors Solicitors provide legal support to MwS. MwS runs Kashflow.com to administer the financial aspects of the business.

In Loughborough Junction, MwS holds leases on 13 properties already, including some adjacent to the proposed Styles Gardens site. An initial cash flow model is included with this bid. The property management function at MwS is not typical. Whilst it has the normal processes and requirements of other property management companies (MwS is advised by GVA BilfingerGrimley Asset Management), it also nurtures a collaborative relationship between tenants and has a location based Relationship Manager [Anne Wilding] to support tenants and help them in their activities. The Relationship Manager also orchestrates events and activities to encourage community engagement and business interaction. It is envisaged that Relationship Manager would be redeployed to oversee this project on a full time basis. A new post would be created, to support the Relationship Manager, recruited from the local area and given training to upskill into a Junior Relationship Manager position. The team is experienced in planning, designing, operating and maintaining unusual property and tenants with



ranging requirements. The team would consist of Ann Wilding – Relationship Manager, MwS (5 days a week); a locally recruited Relationship Manager, MwS (2.5 days a week); Lucinda Stewart – Compliance Manager, MwS (6 days a quarter); Eddie Bridgeman – Director, MwS (1 day a week); plus support from Batchelors Solicitors and GVA Bilfinger.

The current business plan shows a small surplus from year 3. 50% of this surplus would be put into a fund for reinvestment in the project and its activities. LBL would take 25% in lieu of a rental income for the land, with the remaining 25% going to MwS as part of the deal for the management costs. The makerspace would be operated by South London Makerspace, who will fit out the space. We are currently receiving expressions of interest for partners to run the food production space. Once selected, this partner will be responsible for the fit out and operation of this space. Tree Shepherd will provide one business support advisor at 2.5 days a week, located on site to support all businesses.

### **Railway arches – “Arch recycling” Design & Build Competition**

The Council would contract with MwS to run an open design competition seeking the design and development of up to 3 prototype free standing structures for use in up to 8 vacant arches in a poor condition. The competition would request concept designs, responding to the ‘universal arch’ challenge of providing insulation, waterproofing and security within a budget of £5,000. Another more subtle consideration observed by MwS is the need for partitioning arches in order to create a more affordable intermediary step between free rent and paying for a whole arch. The selection process would involve representatives from MwS, NR, the GLA and LBL. The successful design teams would then have to build the structures, which would be used as affordable workspace, managed by MwS.

## **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:

#### **Styles Gardens**

The milestones and funding schedule is based on the assumption that detailed design, planning and construction should take one year. This is based on similar experiences with other projects, such as Pop Brixton. As such, the capital expenditure in 2016/17 for this element directly links to the Mace cost plan, including as part of the supplementary documentation. As such, the project would begin to be operational from April 2017, which is when the revenue match funding starts. The revenue for this project is threefold: 1) Income from the project. LBL has committed its land for at least 20 years to this project. This project unlocks its development potential and also an income stream. We estimate that it will take 7 years of revenues from the project to deliver the levels of match funding necessary. This principle has been discussed with our GLA contacts as part of the bid development phase. The projected cashflow for the project is also included in the supplementary documentation and details the assumptions behind the revenue levels. 2) Volunteering time. The Loughborough Farm has a significant level of volunteering. We have taken this and monitored it by assuming each hour is worth the same as the London Living Wage, which equates to £20,679 per year. This is also applied over the 7 year period. This principle has been discussed with our GLA contacts as part of the bid development phase. 3) Tree Shepherd match funding. They have secured £23,500 and will use this to undertake outreach and enterprise support for the local Loughborough Estate. This will start in 2016/17, ahead of the completion of the Styles Gardens construction.

**Arch recycling – design and build competition** This £60k capital pot is assumed to be spent in year 2 of the project, once the Styles Gardens site is up and running. The match funding is taken from the project cash flow, which requires £13,500 of resources to run and manage the process. The match funding is shown over each quarter in the first three years as per the template provided. In 2016/17 this is the £23,500 match funding from Tree Shepherd. In 2017/18 and 18/19 this relates directly to the total income shown in the cash flow model for that quarter, as well as £5169.75 per quarter as in kind contributions from the volunteers. We have added a further table to capture the additional match funding, generated by income and volunteering time to get to the required 50% split. It should be noted that we expect the project to continue long after this date.

### 2.3. Risks

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

**Planning permission is refused** – Issues associated with planning provide a significant risk to any development. The proposals are largely in-line with existing and emerging planning policy though issues regarding individual uses, access to the site and design would have to be carefully considered. In this instance the risk is deemed to be **amber**. To initially mitigate this risk informal advice has already been sought from Lambeth planners and their feedback has informed the concept to date. Ongoing mitigation measures included seeking formal pre-application planning advice and full pre-application public consultation would be undertaken with particular focus on adjacent residents, community groups and local TRA's. Local ward Councillors would continue to be engaged throughout the design, build and operational stages. The risk following these measures is seen as **green**.

**Rise in construction costs** – Construction and materials costs can vary significantly over the course of the development and these changes can often be difficult to predict, as such this risk is seen as **red**. Initial mitigation has been undertaken by employing the services of an independent Quantity Surveyor – assumptions have been made on all costs and associated fees including a contingency. In designing the scheme, a modular approach has been taken with a number of different phases included –should construction costs unexpectedly rise – the scheme would be able to operate at a lower capacity. Further proposed mitigation would include a tender process to achieve a competitive price, exploring opportunities to enter a fixed fee contract with the chosen contractor. There would also be the opportunity for MwS to borrow money to secure the development. The risk following these measures is viewed as **amber**.

**Business plan assumptions are incorrect** – The business plan presents a number of assumptions related to the expected returns for the various uses on site, the risk is if these returns are not realised, most likely through a lack of up-take of workspace units or if uptake is slower than forecast. This risk is currently seen as **amber**. Initial mitigation comes through the appointment of MwS to produce the business plan and initially co-ordinate the management of the site – MwS have a proven track record in delivering projects of this nature, including in the local area, therefore the assumptions they have presented in the business plan are based on past experience. The proposed rents for the workspace units in the scheme have initially been set at a conservative rate – proposed mitigation includes the potential to increase rates if proposed returns aren't being met. Flexibility has been incorporated in to the design to allow for the potential to change the nature of the workspace in future should existing uses not meet their potential. Following mitigation measures and owing to demand for affordable workspace in the area the risk is viewed as **green**.

**MwS is not able to continue as operator** – The risk that the site operators pull out of the project must be considered, though owing to their existing engagement in projects in the Loughborough Junction area, this is deemed to be **green** risk. MwS is already delivering affordable workspace projects in the immediate vicinity, including a number of NR arches and the Platform temporary community enterprise space, directly across Loughborough Road from the site. As LBL would lead the construction of the site, if MwS were to pull out, construction would continue with another management organisation procured to run the space. The risk of MwS pulling out remains **green**.

**Community buy-in** – Risks presented by failure to engage or include the local community in the operation of the site is currently seen as **amber**. The community run growing project, Loughborough Farm already exists on site, in its 18 months of operation the farm has engaged hundreds of community members and safeguarding the community farm use is seen as a vital element to maintain community involvement. Further engagement of local stakeholders has been fostered through the establishment of a project steering group with representatives of a number of local community organisations. Further and continuing work is required with the adjacent estate stakeholder groups. MwS has effectively engaged a number of local start-up entrepreneurs from the adjacent estate through its Platform space on Loughborough Road, it is envisaged this success could be replicated with the workspace units on the project site with the continued involvement of MwS. The risk following mitigation is seen as **green**.

**Local benefit not realised** – There is a risk the new workspace would not benefit the local community, rather attracting organisations and businesses from outside the area. This risk is currently viewed as **amber**. To mitigate these risks every effort has been taken to work with local people and organisations – for instance, Green Man Skills Zone, a local employment and work skills training organisation, have been approached to encourage local uptake in the project. LBL has recent experience of maximising local benefit in a similar scale project at Pop Brixton where policies and subsidies are in place to encourage local uptake in workspace units – similar policies would be implemented for this project. Moreover, as well as encouragement and benefits for local people – local supply chains would be prioritised to maximise local benefit. The risk following mitigation is seen as **green**.

**Food business incubator programme not realised** – The food business incubator would help develop start-up food businesses and entrepreneurs, moving from an idea to a viable business. The risk of this element of the proposal not working stems from the incubator's difficulty to secure funding. The risk is currently viewed as **amber**. Should partners currently being considered be unable to secure the appropriate funding, the workspace can

be used for alternate purposes. The risk following mitigation is therefore **green**.

**The steering group is not in a position to take over management of the site** - Risk presented by the lack of experience of the steering group to manage a project of this nature and scale is evident. However, this risk is minimised from the outset through the involvement of MwS who have the capacity and expertise to offer support and training to the steering group. The risk is presently viewed as **amber**. Should the steering group not be in a position to take responsibility for the management of the site, then the management tenure of MwS can be renegotiated and extended until such time the steering group is adequately equipped to oversee the management of the site. The risk following mitigation is **green**.

**Project has a negative impact on amenity of adjacent uses** – The risk posed by the potential impacts on residential amenity and that of existing tenants in railway arches. This risk is currently viewed as **amber**. To mitigate this risk a robust management plan would be drawn up in conjunction with the steering group and other key stakeholders detailing the full operation of the site, including hours of operation, mix of uses, the types of events which may be held on site with agreement on decibel levels. The management plan would also incorporate a pro-active monitoring programme to guarantee disruption is kept to a minimum. The risk following mitigation is seen as **green**.

**Decent Homes Programme over-run** - The northern half of the site is currently being used by Lambeth Living to carry out the Decent Homes Programme (DHP) improvements to the adjacent estate. The works are scheduled for completion by the end of January 2016, the risk stems from the over-running of these works. This risk, prior to mitigation is deemed as **green**. This risk would be mitigated through liaison between the respective project managers. Should the DHP project over-run the phasing of the build can potentially be changed. The risk following mitigation remains **green**.

**Construction delays** – The risk presented by construction delays has the potential to significantly impact on forecasts detailed in the business plan, as such is deemed as **amber**. The capacity of contractors would be tested through the procurement process and further mitigation provided through the appointment of a specialist in-house construction manager. The risk following mitigation is deemed to be **green**.

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

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

The proposed interventions will not only deliver value for money, they will provide a significant stimulus for long term, inclusive economic development in the area. They are also not just a basic workspace project which, whilst satisfying some increasing demand could also lead to displacement from other areas. This is a multi-faceted project, routed in the needs and momentum that already exists within LJ.

The response to this section shows:

- The project has been designed in a way to make **efficient use of resources**, utilising the potential that exists within the local community and bending existing resources to meet the objectives of the project
- There is evidence of **market failure** which necessitate public sector intervention. The project cannot be delivered without this
- The project will generate a **strong return on investment**, by generating additional economic benefits along with a range of wider community and societal benefits. Harnessing the value of low threshold workspaces
- The initial investment will deliver an asset which **continues generating benefits for local businesses in the long term**, not least by enabling long term community ownership
- The project is an important milestone on Loughborough Junction's regeneration journey and a key enabler of an improved and diverse town centre.

Each of these points is explored in more detail below.

#### **Making Optimal Use of Resources**

The project has been designed in a way to ensure that public sector investment is delivered effectively and efficiently. This includes deploying resources in a way which targets the needs identified in LJ, whilst also being flexible enough (through a strong partnership) to respond to changing challenges and opportunities locally. There is already has a strong platform for local involvement and volunteering and local people will be involved in the delivery of the project – This however, is not primarily driven by cost, but by our long term ambitions to support the capacity for community management in LJ.

In relation to the main Styles Gardens scheme, the bid supports the construction of new workspace. Given the scale of the investment, the Council

has agreed the principle of ring fencing the site to the project for at least 20 years. To ensure that all capital costs have been considered, LBL commissioned Mace to provide a cost plan against the concept proposals (see Supporting Document 2). This document is included as part of the supporting information pack. Volunteering has been used to reduce or remove cost items only where the Loughborough Farm team felt there was a genuine ability to deliver the necessary work, otherwise the cost is included. This cost plan also includes all fees and a 10% contingency, which was recommended by Mace and is a requirement of our internal Major Capital Programmes team at this stage of a project.

It is understood that this contingency money would not be required back by the GLA. Therefore should the funding bid be successful, as part of the detailed scheme development, the overall scheme will be designed to accommodate a modular second phase of development, which should the project come in on or under budget would be built out using the contingency. Staff costs to ensure the Council fulfils its obligations as the accountable body have been included in addition to the cost plan estimates. Finally, a capital sum of £60k to design and build 8 different structures in vacant arches is a fixed amount and any cost overruns will be at the selected architect/design firms own risk.

After an initial loan, taken out by the operator to address set up cash flow pressures, the management costs for the project will be met by the income from the site. As well as day to day management, this will provide in situ support, helping to curate the space, promote local business, but also support and develop enterprise. As detailed in Q2.1, the project will fund a full time and part time Relationship Manager, as well as provide a space and funding for a part-time enterprise support work from Tree Shepherd. Tree Shepherd has secured funding to use this person to provide outreach to the local estates and develop a training programme with the adjacent Green Man Skills Zone. As such, the creation of the space would allow us to maximise the benefit of existing provision, as well as grow the local offer.

### **Market Failure**

Despite the demand for business space locally (set out in the recent ELR and by over 50 EOIs for space locally), the relevant spaces are not being delivered locally by the private sector. We recognise that for the public sector to intervene address this and deliver good value for money (and positive local impact), there must be evidence of a market failure which is preventing private investment. In this case there are a number of clear market failures:

- **Financial Market Failure** – The residual land value of the Styles Gardens site is estimated to be approximately-£50,000 (see Supporting Document

2). This means that it is highly unlikely that the market would develop the site without public intervention or subsidy. Without public intervention it is likely that the site would not achieve its employment potential and could become derelict/unused, incurring further costs to the public purse. Keeping the site in a positive and accessible use is also an example of a **public good**, as there would be no financial benefit to the market of delivering and maintaining these improvements.

- The provision of a variety of different workspaces (meeting a variety of different needs) is underpinned by a strong **externalities** rationale. The project is, in part, targeted at local people who may wish to start their own business and it is highly unlikely that the private sector would be willing to invest in this activity, given that the cost of provision would be likely to be higher than any return generated for them specifically. When however, the overall economic and social returns are considered, the benefits do outweigh the cost. (This return on investment is calculated below). Given the issues and costs associated with bringing the arches back into use, this market failure is perhaps even more clear than it might be if it were a standard fit-out/conversion.
- The aspirations to support local stewardship and ultimately enable community ownership in Loughborough Junction, provides an example of **coordination failures**. Whilst there are clear benefits of this approach (articulated throughout this bid), the market will not deliver and support appropriate organisation for bringing together local people and businesses together in a way which will formally support this transfer. Whilst strong community partnerships exist, further capacity building is required and this will need to be publically funded.
- The business, enterprise and skill support delivered by the proposed investment address an **imperfect information** market failure. Failures in flows of information are preventing companies and local people from accessing the knowledge and support necessary for them to grow their own business.

## **Delivering Economic Returns and Value for Money**

The economic impacts generated by the project have been calculated by using the outputs set out in section 1.4 of this bid. Economic returns have been calculated using methodologies outlined within the HMT's *Green Book* and HCA's *Valuing the Benefits of Regeneration* guidance. To ensure a robust projection of impact, additionality effects have been considered to convert the gross outputs set out in section 1.4 into net additional economic impacts. This includes making adjustments to take into account deadweight, displacement, leakage and multiplier effects. The assessment also takes into account the fact that benefits will take a number of years to build up, but will then also



persist for a number of years after the project is complete. Essentially the assessment provides an estimate of the *additional* economic impacts that the project could be expected to generate in Loughborough Junction. Having taken count of additionality, these should be seen as conservative and realistic.

The table below summarises the estimated economic impacts of the proposed intervention in Loughborough Junction and demonstrates that **the project is likely to deliver a strong economic return on the initial public sector investment:**

- It is estimated that the overall proposals in this bid could lead to the creation of around 94 net additional FTEs and a net present value (NPV) of around £18 million GVA (over the lifespan of the project)
- The project delivers value for money. It is estimated that that for every £1 invested in the Loughborough Junction project there will be a return of around £3.78 for the local economy.

Summary of local (Loughborough Junction) economic impacts

	Full Project	LRF Investment
Cost	£3,924,201	£1,844,388
FTEs supported (gross)	122	57
FTEs supported (net)	94	44
Net Present Value	£15m	£7m
Cost Benefit Analysis (ie. return for every £1 invested)	£3.78	£3.78

Source: Regeneris Consulting Calculations, 2015

\*These impacts also include the indirect positive employment and economic impacts associated with the business support provided through the scheme.

### **Other Monetised Benefits**

In addition to the core economic impacts outlined above, there are a number of other benefits which will support the local economy and can potentially be valued:

- **Construction:** It is estimated that the construction phase of the proposed development will create around 30 temporary FTE construction jobs over a one year build period. In addition to these short term benefits, there will be a number of training opportunities throughout the construction process

through apprenticeships for young people, as well as the opportunity for the community to get involved in building structures, furniture and growing beds associated with the farm. The HCA's *Valuing the Benefits of Regeneration* guidance suggests skills and training activity could lead to a gross value added uplift per net additional skills enhancement of around £5,845 per annum which could persist for 2-3 years.

- **Community:** Greater civic participation, community development and generally resident involvement in neighbourhood activities can bring outcomes such as greater trust, better quality of life and can feed through into economic benefits such as employment and desirability of a neighbourhood. The Loughborough Junction project seeks to foster and enhance partnerships between community organisations through the management and operation of the site. Last year around 200 local people volunteered to support the development of the volunteer-led farm, equating to a total of 2,260 hours. The HCA's *Valuing the Benefits of Regeneration* guidance suggests that the social Gross Value Added of volunteering activity is around £1,020 per net additional volunteer per annum, which would persist for one year (note: this value is associated with regular volunteering activities). Based on previous year's regular volunteer numbers, this could equate to around £50,000 SGVA per year.

The Loughborough Junction project is also likely to bring about a number of benefits associated with the provision or improvement of environmental infrastructure and neighbourhood regeneration activities that support the interaction between residents and mainstream service providers to bring about neighbourhood renewal. The impact of these interventions relate to improved quality of life or enhanced wellbeing for the beneficiary population, however are more difficult to assign a monetary value.

### **Strategic Added Value (SAV)**

Strategic Added Value (SAV) is the accepted method (By HCA, Treasury and CLG) and terminology for assessing some of wider benefits of a project or investment; SAV is split into Strategic Leadership, Strategic Influence, Leverage, Engagement and Synergy

In addition to the fund **levered** in to support the delivery of this project (as match) there is clearly strong **strategic influence** and **leadership** over a number of partners to establish a diverse programme of activity. Of even greater significance is the continual **engagement** which will be achieved through out the lifespan of the project, with local people being given exposure to a range of new experiences and support. Whilst the organisations involved are well established the partnership and **synergy** between them (and the local

community) and will develop as a legacy impact which could have positive impacts for the borough as a whole and beyond.

### **Addressing Fundamental Issues and Delivering Wider Benefits**

More important than responding to market failures and the technical estimation of the economic impact is the extent to which the Loughborough Farm project addresses the fundamental socio-economic issues identified within the first section of this bid and support the wider evolution and narrative of the place.

#### *Addressing Fundamental Issues*

The outputs and outcomes against which the project are measured (and are set out in 1.4) have been chosen to demonstrate an uplift against the fundamental deficits in performance which are present within available areas based statistics.

Indicator	LJ	London	Action/Response
Employment rate (aged 16 to 74)	58.0	62.4	<ul style="list-style-type: none"> <li>- New employment opportunities on site</li> <li>- Upskilling through volunteering</li> <li>- Bending resources of GMSZ and Tree Shepherd, to ensure local people are linked to opportunities.</li> <li>- Provide new experiences and opportunities within different careers (through food and makerspace)</li> <li>- Expansion of local training offer</li> <li>- New apprenticeship offered through the site</li> <li>- Increase in space available for start-up and growth</li> <li>- Increase in enterprise training</li> <li>- Flexible tenure models</li> <li>- De-risking of start-up and growth activity locally</li> </ul>
Unemployment rate (aged 16 to 74)	8.5	5.2	
Youth unemployment ( aged 16 to 24)	9.8%	7.0%	
Long term unemployment rate ( aged 16 to 74)	3.6	2.0	
Mean Household Income	£41,817	£51,770	
Proportion of residents with no qualifications (all usual residents)	18.3%	17.6%	
Start-Ups per 1000 residents	10.8	16.5	

Jobs Growth rate 2009-14	5%	14%	<ul style="list-style-type: none"> <li>- c 100 jobs created/safeguarded</li> <li>- Explicit targeting of local population (see above)</li> <li>- Labour mobility through exposure to new careers</li> </ul>
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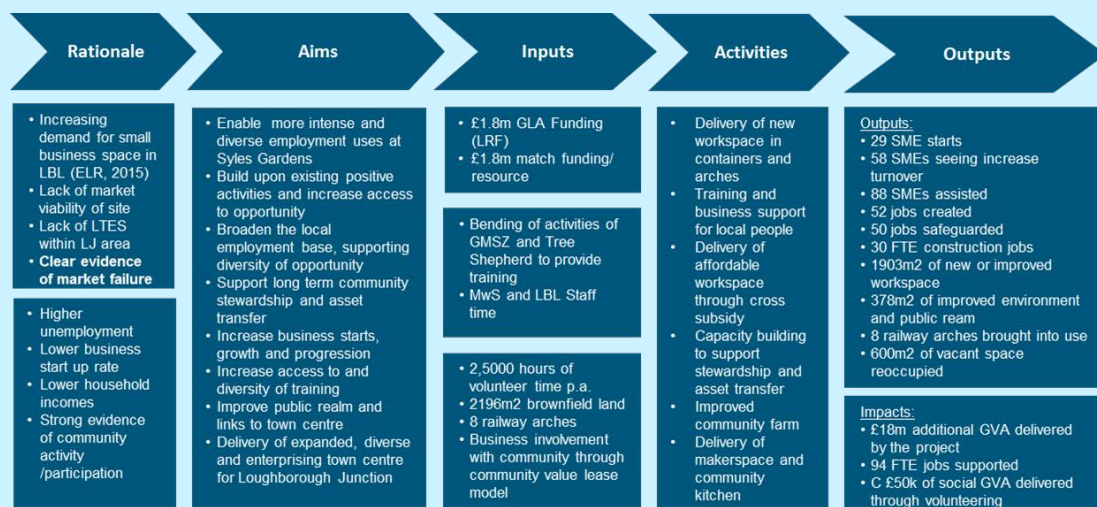
LBL will continue to monitor changes in the socio-economic and community baseline of LJ to better understand how this and other interventions are supporting good growth in the borough.

#### *Wider Benefits*

This project is part of the ongoing evolution of LJ and effectively represents the next chapter in the areas evolution. To this end, it will play an important role in embedding the positive work undertaken to date and embedding the new practices and activities in the area. With this in mind, there are a number of broader impacts which should be considered when assessing the value for money of the proposed investment:

- **Enabling the next stage of evolution of local community ownership and stewardship.** With the existing structures and political will which exists in Lambeth, this project offers the chance to build the capacity of the local community to take responsibility for their asset in the long term. This this enabling activity will become self-perpetuating – ultimately becoming an example to the rest of London in terms of locally-led community control.
- **Embedding community cohesion** through the enhancement of public spaces. The new places created through this investment and its influence on the evolution of the town centre as a whole, will help embed positive activities delivered in the area over the last 10 years. In particular, this will help support more mixed communities, be that the coming together of different cultural or generational groups or the assimilation of new populations which are already evidenced as moving into the area.
- Linked to the point above, the spaces and physical links supported by this investment will **enable the next stage of town centre evolution in LJ.** In line with the aspirations and ideas set out within the GLA's 'Accommodating Growth in Town Centres' report, this will not only harness the value of low threshold enterprise spaces, it will create a more inspiring space, which is genuinely distinctive to any other location. This will be crucial in capturing the spend from an increasingly affluent incoming population

- The project is deliberate in its focus across a number of sector areas. The focus on food, growing and creative sector will **enable local people to connect with a range of experiences and opportunities**. This will provide greater choice for beneficiaries and eventually access to a greater opportunity within the London labour market.
- The new spaces will add diversity to the workspace offer in Lambeth, providing a more thorough continuum of business progression in the area. This will **enable the articulation of a clearer route way from starting a local business** locally and being able to stay and grow in the borough.



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

**The Loughborough Junction Masterplan** – LBL has appointed Hawkins\Brown and Fluid to work with local people to produce a masterplan for Loughborough Junction. The masterplan builds on the Framework Plan produced by the Loughborough Junction Action Group in 2013 together with Lambeth Council. Without an overarching plan, there is a risk that the local area and communities would miss the chance to get the most benefit from the evolution of LJ. This bid builds on the work of the masterplan and seeks to ensure that local communities do benefit from future growth and change. One of the key aspirations emerging from the masterplan work is the perceived need to protect LJ's existing workspaces and unique character that stems from its mixed economy. The proposals set out in this bid would help to realise this important aspiration.

**Loughborough Farm** is a community food growing project in Loughborough Junction. It is formed from a patchwork of food growing projects across Loughborough Junction and was started in January 2013 with a steering

group led by local councillor Matt Parr and the Loughborough Junction Action Group (LJAG), a volunteer-led registered charity, and Lambeth's Community and Voluntary Organisation of the year 2015. LJAG aims to improve the environment of Loughborough Junction and the lives of the people who live there through a range of activities encompassing skill-sharing, greening, place-making and community events.

The Farm is a volunteer-led community food-growing project with volunteers growing together rather than individually. Every volunteer gets to take home produce at the end of each session, even in the middle of winter. Whilst the main focus of the farm's activity is food growing, there are also other activities related to the food growing project; these include: DIY, arts and crafts, cooking, community events, selling, and project planning and management. The farm provides local people and volunteers the opportunity to learn new skills for free, enjoy locally grown produce, and meet other local people. Volunteers are also encouraged to take up opportunities for accredited training which could lead to employment. The Farm has received funding from the following organisations: People's Health Trust, Lambeth Forums Network, Peter Minet Trust, Incredible Edible Lambeth, Thames Water, Capital Growth, and the Lambeth and Southwark Health and Well-Being Fund.

The proposed project set out in this bid would ensure the long-term future of the Farm. This would protect the job of the part-time (two days a week) paid project co-ordinator. It would also ensure that the positive externalities arising from the activities of the volunteers continue. The farm averages 20 volunteers a week, each volunteering on average 2 hours, which is around 2,260 hours a year in total. Based on the London Living Wage of £9.15, this equates to £20,587.50 worth of volunteer time a year. Since we expect at least this level of volunteering to continue if LRF funds are secured, we are including this sum as match funding for the project.

**Wish You Were Here** is Loughborough Farm's flagship health and wellbeing project. The Farm has been working to reach more vulnerable groups, and has a good relationship with a local recovery centre and two homeless hostels. They are also working with a number of local surgeries encouraging GPs and clinicians to introduce their patients to the farm. This project has support from local GP surgeries, Lambeth Clinical Commissioning group, and Lambeth Living Well Collaborative, which brings providers, service users, and carers together to help build more resilient communities. Beyond its engagement with local healthcare professionals and providers – many of the Farm's volunteers come from vulnerable backgrounds and there is a growing body of anecdotal evidence that the Farm provides real relief from the pressures and stress daily life for these vulnerable individuals. These activities would continue as part of the project set out in this bid.

**Incredible Edible Lambeth** is a collection of people and organisations, including Loughborough Farm, who work together to make sure that healthy, sustainable, locally produced food is available to everyone living in Lambeth, regardless of income. The programme – organised in part by **Lambeth Food Partnership** which aids the delivery of the Lambeth Food Strategy by facilitating projects where LBL, Lambeth NHS and local communities can work together – seeks to increase healthy sustainable food grown, produced, sold and eaten through transforming our local food system. It works to celebrate, support and strengthen community food activity and the connections between local people and local food. The GLA has recently designated Lambeth a Flagship Food borough – this is something we are very proud of and wish to promote. By bringing the growing and preparation of locally grown food stuffs onto the same site – the proposed project would help local people engage with food production and live healthier and longer lives.

**Tree Shepherd** work with the natural entrepreneurial skills of local people and support them to transform where they live from places of neglect into places of opportunity. They help local enterprises to start, develop, and grow and help create the conditions for jobs growth. Using the metaphor of the organic development of tree and plant life, Tree Shepherd works with local communities to create the right environment for local entrepreneurship to flourish.

Tree Shepherd offer courses, mentoring, and one-to-one surgeries to tackle local unemployment and in so doing, help undo the problems of homelessness, crime, poor environment, obesity, mental health issues, and depression faced by local unemployed people. Working with the existing entrepreneurial skills of local people, Tree Shepherd support them to transform where they live from places of neglect to places of opportunity. They encourage enterprises to start, take root, and grow so that communities which suffer the negative impacts of unemployment can work to create jobs for themselves. This philosophy is in-line with the ethos of the proposed project which aspires to see local businesses and community groups grow in capacity and aspiration. Tree Shepherd will employ a part time advisor to work in situ on the proposed site to support tenants.

**South London Makerspace** is a non-profit, social community workshop. Operating out of a railway arch in Herne Hill – the Makerspace provides space, equipment and materials for hobbyists and enthusiasts. At the moment the Makerspace is run on a subscription basis – however a number of the trustees plan to take on workshop space in the proposed project in order to develop a trading-based model of Makerspace provision. This would involve running a workshop as Makerspace with flexible workspace attached. The

aspiration is that the hobbyists and enthusiasts who currently use the Makerspace would be able to develop their talents into a workable business plan that they could then put into action in the commercial Makerspace workshop.

**The Platform**, operated by Meanwhile Space, provides local entrepreneurs with the opportunity to pilot their business ideas in a live space; it acts as an incubator for local people who wish to try to start their own business. The spaces it provides are free to use and alongside the free use.

Initially each business occupies The Platform's anchor space, 2 Ridgeway Rd., just across the road from the Loughborough Farm site. Each business using the space must complete an ideas development programme that is designed to help them transform an idea into a viable business plan. Businesses which have used the anchor space include a jewellery workshop, a theatre production company, and a second-hand children's bike shop. If a business has been successful during its period in the anchor space it can move into one of 5 office cubicles which The Platform provides its 'graduates' free of charge for up to six months.

The Platform also provides a free space for community gatherings - for example meetings, workshops or exhibitions. The space is also used to run capacity building workshops for Platform users and other local SMEs.

The proposed project has a number of synergies with The Platform. Initially, The Platform's support for local start-ups and entrepreneurial activity coincides well with the objectives of the project. The aspiration is that those businesses which develop successfully within The Platform's programme of support would become tenants of the new workspaces provided through the regeneration of The LJ Farm site. Moreover, the potential for combined training sessions, skill shares and information sharing between The Platform and the proposed project presents a real opportunity to build the capacity of local businesses in LJ.

**The Remakery** is a new co-operative workshop space in LJ for making things from recycled materials collected from local sources. It is a Society for the Benefit of the Community, a form of non-profit co-operative. It provides 'Remakers' – local residents, artists, and businesses – with affordable workspace and access to materials, which they use to create products, enterprises, and opportunities to develop new skills. The proposed project complements The Remakery's activities by providing employment and studio space for those 'Remakers' who might want to expand their operation into a working business, as well as providing a source of waste material for The Remakery to collect and recycle.



**The Green Man Skills Zone** is a flagship project of the Lambeth Working campaign. The campaign helps residents who are out of work to get a job or improve their skills by raising awareness of the services that are available in the borough to support them. The centre offers a range of co-located services, which include; information, advice and guidance, ICT skills training, CV and interview workshops, debt management advice, as well as support for carers, and those who have been unemployed due to long term health issues. By offering local employment opportunities as well as the potential for on-site training and up-skilling through volunteering with LJ Farm, the proposed project compliments the activities of the Green Man Skills Zone well.

**Pop Brixton** – While this proposal is significantly different from Pop Brixton, there are also similarities and connections. Pop has over 85% of its tenants from the local area and each tenant volunteers at least 1 hour per week back to the local community. It also has 10 subsidised units and similar construction methods to part of the Styles Gardens proposals. Pop has been hugely successful and is over subscribed. The lessons learnt from developing the Pop Brixton have and will continue to inform the proposal set out in the bid.

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).

Loughborough Junction lies within Coldharbour ward, the most deprived ward in Lambeth. Coldharbour ward is also very diverse with 17% and 21% Black Caribbean and Black African residents respectively. Thus, there are many individuals and groups with protected characteristics that stand to gain from the proposed project. By providing a platform for local business development, the proposed project should tackle socio-economic inequalities. It is an intervention in favour of disadvantaged local communities. Furthermore, by safeguarding the future of the community growing project, the proposal would ensure that those suffering with mental illness would continue to benefit from the support services the Farm provides.

The project prioritises local community development and forms the basis for the extension of opportunities to different and excluded groups within the local community. The project would ensure equal access to all outcomes, particularly the opportunities presented by the expansion in the provision of affordable workspace for SMEs and start-up businesses, with rigorous monitoring and accountability processes. The creation of a broad-based steering group for the project, with representatives from many different communities and community-based organisations, would work to foster good relations. Thus, the project would encourage greater community-wide participation in public life.

Loughborough Junction contains a large population (19%) of 10 to 15 year olds who can benefit from the increased services offered by the farm site. A large number of these young people fall within a BME group or live within a household below the borough's average wage bracket. This project would therefore show a commitment to the delivery of opportunities to disadvantaged young people living in the locale.

### **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.

Please treat Supporting Document 2 as confidential. This contains information pertaining to the commercial interests of the Council and potential partners.

- 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: See scanned copy

Name: Tom Bridgman

Position: Delivery Lead - Regeneration

Date: 1 October 2015