

LONDON REGENERATION FUND APPLICATION FORM

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

www.london.gov.uk/LondonRegenerationFund

Please complete this form as fully as possible and return, with supporting information, to 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

If you require further information, clarification or have any queries, please contact us at 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 Harrow

Type of organisation: Local Authority

Registered company or charity number (if relevant): [Click here to enter](#)

Address: Civic Centre, Station Road, Harrow, HA1 2XU

Name of contact person: Malcolm John

Position held: External Funding Manager

Telephone number: 0208 909 3529

E-mail address: malcolm.john@harrow.gov.uk

Other organisations involved: Design consultants to be procured; other delivery contractors to be procured; Altomart Ltd; Meanwhile Space; Hemingway Design; London Business Partnership; Origin Housing; Ignite; Holy Trinity Church; University of Westminster; Harrow College, Stanmore College; Harrow Association for Disabled; Wealdstone Traders' Association; Wealdstone Active Community; Harrow Police; Barratt Homes

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:

Tobi Goevert seconded from GLA to our Regeneration team as Head of Regeneration until September 2016. Fran Balaam on a service contract from GLA to our Planning team leading on urban design. They have both been involved in developing this bid.

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

1. Wealdstone Works visual bid support document – Doc 1
2. Harrow outline programme of work – Doc 2
3. Wealdstone Review and Opportunity vision Hemingway Design

4. Map of “Trinity” town square
5. Feedback of views from local people – Doc. 3
6. Letters of support from 15 partner and stakeholder organisations
7. Signed letter from Council Chief Finance Officer
8. Letter of endorsement from Cllr Keith Ferry, Deputy Leader of Council, Portfolio Holder for Business, Planning and Regeneration

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 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).

The district centre of Wealdstone (**see Doc.1 Wealdstone Works p.4**) centrally located within Harrow has the highest concentration of industrial estates and business designated land in the borough. It has a strong industrial legacy including manufacturing firms such as Whitefriars Glass, Kodak and Winsor & Newton. The main Wealdstone town centre offers a wide range of local shops and community venues. The community building, the Wealdstone Centre, houses the library and several community organisations. The Holy Trinity Church is a key landmark. Harrow and Wealdstone station is a major transport link – 14 minutes to Central London. The area's limited retail offer is dominated by discount shops, provides mainly for local people and does not attract shoppers from further afield. The only public open space outside the Holy Trinity Church offers a poor quality paved area with a few benches "increasingly occupied by rough sleepers". The high street contains a number of empty units. An August report by Meanwhile Space revealed a steady churn of tenants. In June 2015, 9.37% of retail frontage was vacant; nearly double the percentage for other district centres in Harrow.

Similar to Harrow generally, the area is ethnically very diverse. A third of residents are aged under twenty five. One third of young people are unemployed. It is the most deprived ward in Harrow and in the bottom 20% in the country for Income affecting children. Wealdstone suffers from a high fear of crime, drug dealing and is frequented by Harrow's largest street gang. Residents say they see it as a no go area after dark. It reports low levels of social cohesion – 25% of residents say they do not get on together. Only 41% of respondents in Wealdstone had a sense of belonging - considerably below 67% of respondents in neighbouring Hatch End.

Wealdstone has suffered from long term economic decline and is underperforming relative to the rest of Harrow. From 1981 to 2013 there has been an estimated loss of 6100 jobs (55%).(Census 2011, BRES 2013) This has included the closure of Winsor and Newton, Whitefriar Glass, and the Hamilton Brush Company, as well as the reduction of Kodak to less than 5% of its former staffing levels. Perceived access constraints and competition from well- established industrial locations at Park Royal, Wembley and the M25 Corridor makes Wealdstone unlikely to attract new, large industrial uses.

Wealdstone has been identified by the Council and the Mayor as a priority area for regeneration and is designated as an Opportunity Area in the Harrow Core Strategy. The GLA 2014 report Creating Artists Workspace indicates that with 3500 artists likely to lose their place of work in the next five years, there will be considerable workspace demand. The ColArt premises in Artisan Place, alongside the proposed redesign of "Trinity Square" and other workspaces identified offer a great opportunity to attract and create a more

vibrant creative industries sector and attract new craft small businesses replacing manufacturing lost. This proposal will help maximise the benefit for Wealdstone in the next 5 years of major plans for 4,000 new homes, the re-location of Harrow's Civic Centre, a new leisure centre, and the Kodak site redevelopment. We consulted local businesses, community groups, local residents and ward councillors as part of our Area Action Plan. This revealed widespread desire to work together to regenerate the area, reduce fear of crime and attract new businesses. (see Doc 1, pp.13-14, Doc. 3)

1.2. Project

How much are you asking for from the GLA? £1,610, 500.00

What is the total project value (GLA request plus match funding)?
£3,377,500.00

When will the project begin? April 16

When will the project complete? March 18

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

1. Intensify workspace usage at Artisan Place by creating additional public open workspaces in ground floor for co-working and café/event space for new businesses

This involves developing and refurbishing ground floor workspace in the former ColArt premises in Artisan Place as a hub for subsidised incubation and intensified co-working open space for creative and media start-ups. The owner, Altomart, will provide revenue match funding for 50% subsidy on market rent levels and for an operator to curate the space for up to 5 years. *LRF grant requested will pay for developing and refurbishing the premises.*

2. Work labs; develop and deliver a workspace marketing strategy (Doc. 1, p11)

The Council and partners Meanwhile Space/Decorators (subject to re-procurement) will market and refurbish unused and underused space in and around Wealdstone (Doc. 1- p.8). This will create new space and attract new and micro businesses to "work labs". These spaces will include subsidised and flexible open workspaces The "work labs" will be based in vacant properties and comprise a "kit" of parts developed by a design team including tables, chairs, reception desk, partitions, IT, kitchen, tools and screen projector. The build process of the "kits" might involve local training providers such as the Harrow College managed Construction Skills Centre deploying their learners to build "kits". The "work labs" will mirror the Camden Unlimited programme, but with a clear focus on building a permanent

business community and on long term job creation including apprenticeships, a diverse employment offer and upskilling.

LRF requested will pay for this activity excluding training providers' involvement.

3. Creating a “town square”, engaging community and business in design process; providing young people with design skills; developing business/community partnership (see “Trinity Square” map attached)

We will

- redesign and revitalise the space adjacent to Holy Trinity Church to provide a “town square” for holding outdoor cultural events and markets.
- engage with and work with young people, to provide them with the skills and experience to help redesign and rethink the “square”, and about how empty spaces might become workspaces.
- work with businesses and the wider community to develop and deliver a community/business partnership for Wealdstone
- produce an Action Plan for a community/business events programme.

LRF grant requested will pay for this activity

4. Support business survival and growth

We will

- Provide on-going business support to new businesses through our existing business support activity largely through our Economic Development Team
- Deliver the Post Office Retail Awareness Training programme which offers merchandising, financial management and social media training.

Council and Post Office match funding will pay for this activity

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)?

We aim to

- Create and developing a range of affordable accessible workspaces for new and small businesses (*Good Growth, Secure and Create Open Workspace; Intensify Workspace*)
- Create demand for work space in Wealdstone (*Good Growth, Secure & Create Open Workspace*)
- Create a focal point – a hub for events (markets, cook-outs, fairs) – for those that live, work trade, and study in Wealdstone. With those activities providing the catalyst to reinvigorate a business/ community partnership (*Good Growth and Proactive Stewardship*)
- Support business growth and increase skills and employability of young people. (*Good Growth*)

Our four interlinked areas of activity meet the Fund's objectives and will achieve benefits as follows.

Intensify workspace usage at Artisan Place by creating additional public open workspaces in ground floor for co-working and café/event space for new businesses (*Good Growth, Secure and Create Open Workspace; Intensify Workspace*)

- enables creative sector businesses to better support the vitality and growth of Wealdstone by providing low rental, high quality, flexible workspace near Wealdstone High Street;
- offers scope for clusters of businesses providing mutual support within co-working spaces;
- equips property for makerspace use for traditional craft businesses;
- increases business rates and income for the public purse by intensifying existing use and bringing such property into productive use.

“Work Labs”; developing and delivering a workspace development and marketing strategy; (*Good Growth, Secure and Create Open Workspace*)

- bring empty properties and underused sites flexibly into use
- strengthens and maximises benefits of our project activity and attract new start-up businesses from within and outside Wealdstone
- aim to achieve a rebranding and repositioning of Wealdstone as a place for businesses to come to
- benefit businesses by increasing their potential customer base
- property owners benefit from rental income and investment to refurbish properties

Creating a “town square”, engaging community and business in design process; providing young people with design skills; developing business/community partnership (*Proactive Stewardship*)

- provides an important public space for local businesses to market themselves and increase their customer base and for local community organisations to engage more proactively with local residents and local communities.
- will be a low cost, low risk outlet for attracting arts and cultural, including food, events to the square thereby increasing customer footfall and local growth.
- increased local community activity in nearby community venues such as the Post Office, Holy Trinity and Wealdstone Baptist churches, the Wealdstone Centre.
- setting up Wealdstone community/business partnership to bring strategic focus and sustainability and address deprivation in the area

Support business survival and growth (*Good Growth*)

- support new businesses and then help them to survive and grow
- The Post Office Retail Awareness Programme developed through its “Totally Locally” initiative will add specialist value through providing training in merchandising, financial management and social media

Is an innovative improvement on what has been done before

- “work labs” will bring a new, diverse and more flexible way of creating and using open workspaces.
- the project will reposition and rebrand Wealdstone as a place where vibrant and enterprising new arts, cultural and other businesses can come and grow.
- We will, through new design and community engagement, position the proposed “town square” as an ideal space for community and cultural events.
- we will engender a new sense of community partnership through enabling a new community/business partnership and the opportunity for place sharing afforded by the new Civic Centre;
- we will enable local people to have a continuing say in the future of Wealdstone.

Is part of a wider strategy and will help to generate follow on activities

- part of a wider strategy for growth within Wealdstone and the wider Heart of Harrow area set out in our Area Action Plan.
- takes advantage of growth opportunities afforded by new housing development in Harrow and predicted increased population growth.
- complements key developments within Wealdstone particularly the major Kodak site development and the new Civic Centre in Wealdstone.

We expect follow on activities to be generated through increased securing and creating of more workspaces in Harrow on the back of those funded through this project and through more businesses encouraged to come to Wealdstone. Other follow on activity will include skills and training opportunities for residents and increased business and community events.

Will be well received by people in the locality

Our recent community event building on Area Action Plan consultations over the last 12 months evidenced strong local enthusiasm and desire from local businesses, community groups, local residents and ward councillors to attract new businesses, hold more community events and reduce fear of crime.

Summary responses at Doc. 1 (Appendix B) and Doc.3. Letters of support attached separately.

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.

The table below outlines which area of project activity will bring about a specific output or outcome. We have drawn from our delivery team's considerable regeneration experience on business growth and public realm activity in Harrow and elsewhere in London to set out achievable outputs and outcomes from the planned budget. We believe our delivery team has sufficient capacity to deliver this level of activity within the two year project period.

Outputs / outcomes	Baseline	Target	Monitoring Approach	Information Collected
<i>Please include a brief description here of how each output measure relates to the overall project – e.g. this project will deliver 1250 m2 of public realm as part of the redevelopment of XXXX, or this project will deliver 10 jobs as part of XXXX.</i>	<i>Where applicable please include a baseline figure.</i>	<i>What is your aim against this output?</i>	<i>Please insert a brief description of the approach you will take.</i>	<i>List monitoring and verification information you intend to collect.</i>
<i>Jobs created, jobs safeguarded This measure will deliver an additional 534 jobs to the area, as part of the process to create new workspace, bring empty commercial property and derelict sites into use. Figures based on bringing additional 49 retail jobs (50% reduction empty shops). 485 from bringing into use 10,000sq.m. empty commercial premises, and bringing into use new premises</i>	4,900 jobs	Total 5434. Our aim is to replace jobs lost over decades of decline.	Jobs created to be calculated from empty space brought back into use, ratio of floor space to employment multiplied by space brought back into use. The ratio is 1 employee per 20.6 sq. m. based on the London Office Policy Review lower density for Outer London offices	Annual monitor of vacant space BRES
<i>This project will deliver an identified 3,700 sq. of public realm improvements</i>		3,700 sq.m. Our aim is to create a Town Square as a central point to hold	Measure of space improved Photos of work	Photos before and after of work completed.

as part of the programme to create a focal point for Wealdstone.		activities. The organisation and delivery of activities will be the catalyst to creating a partnership to provide stewardship for Wealdstone District Centre and also attract footfall, spend and new businesses to the area.	Plans showing size of space	SAP database reports of spend on project
This project will supply match funding of around £1.7m. This will include £895,000 Section 106 (of which £487,000 has been profiled within the LRF programme), £1.2m from a private developer (Altomart), and £30,000 from the Post Office Retail Awareness training programme. Altomart (£1.2m) – to be signed off by Finance Director		Our aim is to provide £1.7m secured funding to match the LRF. This will cover Highway improvements to support the creation of the “town square”, a business support programme (delivered by the Post Office), revenue funds for events in the Town Square and to support the Traders Association, and finally to ensure the fit out of work space at Artisan Place.	Monitoring of financial spend against programme delivery milestones and through monitoring reports and meetings.	SAP database reports. (In order for spend to be recorded on SAP, purchase orders must be raised, invoices received and services goods receipted)
This project will support at least 40 businesses to promote their survival and growth. The figure is based on our existing business support work.	Zero	Our aim is to support at least 40 businesses to survive and grow, thereby supporting job creation.	Enrolment forms Self-evaluation of performance (include recruitment of new staff)	Performance monitoring reports
The programmes will adopt 1 town centre strategy to provide a direction and plan for long term stewardship and development of Wealdstone District Centre.	Zero	Our aim is to ensure the on-going stewardship of Wealdstone District Centre by local businesses and community groups	Regular Monitoring meetings with contractor and business and community groups	Minutes of meetings; draft strategy documents
The programme will deliver 4 cultural or other public events to increase footfall and spend in Wealdstone and to help promote	Zero	Our aim to deliver 4 events which will change the image of Wealdstone and will help us to engage businesses and community groups	Record of events	Photographs Press clippings

Wealdstone to visitors and businesses; and a further 8 events in subsequent three years.		to take ownership of their area		
This measure will be to reverse the fall in footfall, and thereby reverse the lack of spend in the area, which in turn has caused a higher vacancy rates than Harrow's other district centres.	239,550	Our aim is to reverse the 12.72% annual drop from 2010-2015, thereby increasing spend in Wealdstone and attracting new businesses to the High Street.	Pedestrian counts, using manual counters placed along the High Street	Hard copy records of counts. Recorded in the AMR
The programme will measure the percentage decrease in vacancy rates to demonstrate its impact on improving the vitality of Wealdstone District Centre	9.37%	Our aim is to reduce the percentage of vacant shops by nearly half to 5%, thereby creating new jobs	Annual June measure	AMR
The programme will measure the area of commercial (work)space created, improved, or secured to demonstrate how we have revitalised Wealdstone and created new jobs	26000sq.m	Our aim is to bring 11,000 sq. m. into use for workspace, creating jobs, and providing space for start-ups and existing business	Though planning agreements and commercial agents' reports.	Annual Monitoring Report, Available Business Premises bi-annual report
The programme will support the unlocking of 4500 housing units as part of the high street regeneration		4,500	Housing completions	Database records of housing completions
Local environmental improvements				
<i>**businesses' may include artists or creative practitioners where relevant</i>				

2. DELIVERABILITY (30 PER CENT)

2.1 Team

Anticipated lead delivery organisation: London Borough of Harrow

Other participating organisations: Design consultants to be procured; other delivery contractors to be procured; Altomart Ltd; Meanwhile Space; Hemingway Design; Origin Housing; Ignite; Holy Trinity Church; University of Westminster; Harrow College, Stanmore College; Harrow Association for Disabled; Wealdstone Traders' Association; Wealdstone Active Community; Harrow Police; Barratt Homes.

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

Harrow Council will be the lead organisation with overall responsibility for developing, implementing, managing, monitoring and evaluating the programme **(see delivery organogram at Doc. 1, p. 15)**

The project delivery team is undoubtedly the sum of its many parts with collectively 100 years' experience of running regeneration and business support programmes, through the High Street Fund, Mayor's Regeneration Fund, Outer London Fund, European Social Fund, European Regional Development Fund and Transformation Challenge Award. Harrow Council won national and regional awards from DCLG, London Councils, and the Federation of Small Businesses for its regeneration and business support programmes.

Project Management

Shehzad Ahmed, will manage the programme, He has 15 years' experience of town centre management, business and community engagement in Ealing and Brent. He currently manages the recently won High Street Fund and our NHB Meanwhile Space projects. He is the Council's liaison officer with the existing business associations across the borough. He will be line managed by Mark Billington, Head of Economic Development. They will be supported by Tobi Goevert, the Council's Head of Regeneration and Design on long term secondment from the GLA. Tobi has successfully led development, masterplan and regeneration projects in many of London's town centres, on brownfield sites and in employment areas, helped develop the GLA's Places of Work initiatives and the implementation of infrastructure, mixed-use housing and public realm projects.

Project Steering Group

Shehzad will be supported by a steering group comprising Mark, Tobi, and officers from Asset Management, Finance, Legal and Procurement. Below the steering group will sit project delivery groups relevant to the strands of our proposed programme. Those groups will include key partner organisations including Altomart, Holy Trinity Church, Post Office, Ignite, and external contractors. Hemingway Design will support the steering group in project design review. (**see** Wealdstone Review and Opportunity Hemingway Design attached)

Governance

Ultimate governance rests with the Council's Regeneration Board – advised by a residents' panel. The Board is chaired by the Leader of the Council, and includes the Cabinet Members for Regeneration/ Planning, Property, Finance, Environment/Housing.

Performance Monitoring

Shehzad will manage and monitor the contracts with delivery partners supported by a project officer. He will hold twice monthly progress meetings with contractors and delivery partners to discuss progress, issues affecting progress and financial spend. Payment for work delivered will be in line with progress on agreed milestones and outputs as set out in delivery partners' contracts/SLAs. Progress report meetings will be minuted as evidence of activities undertaken and actions for follow up before or at the next progress meeting. A project steering group made up of contractors'/delivery partners and other key stakeholders will meet monthly to oversee, monitor and review project outputs and outcomes at quarterly meetings.

Administration

The Economic Development administration team will be responsible for the day to day monitoring and financial management of the project drawing on their existing programme management capacity and processes for managing the team's other regeneration and skills programmes.

Delivery Partners (**see organogram at Doc.1, p. 15**)

Our bid proposal comprises four interlinked key activity areas which require procurement of a number of partner delivery organisations for whom we will agree contracts/SLAs under the overall project management umbrella.

1). Intensify workspace usage at Artisan Place for new businesses

Altomart Ltd (the owner of the former Artisan Place CoArt premises) will be contracted to manage the development, provide workspace in Artisan Place and procure an Operator to curate the space.

2). "Work Labs"; a workspace development and marketing strategy

We will contract with an operator to a) market and refurbish unused and underused space in and around Wealdstone (**see Doc.1. p. 8**) to attract start-up and micro businesses to our “work labs”.

3). Creating a town square, engaging community and business in design and delivery process; providing young people with design skills; developing business/community partnership

“Town Square” - we will procure and contract with consultant design architects leading a multi-disciplinary team with expertise in place management, public space design and town centre strategy, business and community engagement. They will work with local stakeholders such as Holy Trinity Church, Ignite, the Police, local residents and local voluntary and community organisations, Meanwhile Space consultants and the Wealdstone Traders’ Association, as well as the University of Westminster Media and Design school. More informally, they will be tasked to set up a wider business/community partnership, involving businesses, local residents and voluntary and community groups to help sustain project outcomes.

4). Support business survival and growth

We will procure an operator for business support which will include our existing contract with the London Business Partnership mentoring programme. We will draw up a Partnership Agreement with the Post Office for delivery of its Retail Awareness Training programme

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.

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: Click here to enter text.

2.3 Risks

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

Intensify workspace usage at Artisan Place for new creative businesses			
Main risk	Likelihood	Impact	How

			manage/contingency
Difficulty in securing agreement with owner (Altomart)	M	H	Early discussions with owner; identify compromise options; identify other premises or mobile structure as contingency
Lack of other affordable and accessible workspaces	M	H	Utilise land registry and business rates info to identify wide range of suitable workspace; mobile structure proposed will help to meet any shortfall
Lack of new businesses to occupy workspace	M	H	Comprehensive marketing strategy will be implemented; we will encourage and support local young people to occupy spaces
Businesses unable to survive	M	H	Council to facilitate affordable business rates, Council and Post Office to provide complementary business support
“Work Labs”; developing and delivering a workspace development and marketing strategy			
Competition from other areas for new business market	M	M	Highlight in marketing strategy Wealdstone’s strengths and opportunities including Council commitment and support.
Lack of suitable spaces to meet specific needs of new businesses	M	M	Build in scope to design fit for purpose workspaces; use Council long term leased property such as Premier House
Lack of clear, coherent marketing strategy	M	H	Council to set out clear marketing strategy and ensure contractors/partners adhere strictly to it.
Lack of other accessible workspaces	M	M	Utilise land registry and business rates info to identify wide range of suitable workspace;
Creating a “town square”, engaging community and business in design and delivery process; providing young people with design skills; developing business/community partnership			
Difficulties in securing planning permission for design of square	M	H	Early discussions with Planning colleagues; identify range of design options
Lack of long term resources for maintenance of space	H	H	Ensure longer term maintenance part of Council’s Regeneration

			Plan for Wealdstone; engage local residents in volunteer maintenance
Space next to Holy Trinity Church being closed and used as delivery route during construction phase of Civic Centre	M	H	Mitigation, scoping alternate large public spaces (for example space adjacent to the railway station)
Lack of interest in businesses to use space for events	M	M	Comprehensive marketing strategy will be implemented; Council's work with Traders' Association will raise interest in space
Lack of interest in communities to use space for events	H	M	Engagement and consultation event with local residents and community groups will identify community needs and ensure "Square" fit for purpose. FE colleges and University of Westminster will work with us to generate interest in cultural events.
Space becomes a focus for crime and anti-social behaviour activity	M	M	The project will work with Ignite and the Police to address any potential crime and ASB. Design of "Square" also planned to design out crime/ASB.
Lack of interest of residents and young people to get involved	M	M	Early engagement and consultation; identify needs of residents and young people; seek early wins; dedicated budget for community involvement
Lack of jobs after skills and training delivered	H	M	Close project working with Council's employment and skills team to broker jobs
Delays to development increasing the cost	M	M	Close monitoring of project progress against milestones; regular review meetings with consultants/contractors.
Contractors not available during whole construction period planned	L	M	Early procurement and contracting to minimise unavailability; contingency plan for using other contractors

Consultation outcomes affecting project design	M	M	Plan for early consultation processes; consider other design options
Loss of parking/servicing to commercial properties	M	M	Plan work to minimize parking spaces affected; early consultation with commercial properties.
Support business survival and growth			
Lack of business interest	M	M	Ensure that businesses' specific interests are met by the project or complementary Council activity; identify local business champions; use Operator to identify and target specific businesses.
Overall			
Lack of sufficient project delivery resources	M	H	Seek commitment from Directorate Senior Management Team to commit resources if required
Project costs exceed planned budget	M	M	Effective budget monitoring processes; effective governance arrangements.
Loss of key project staff	M	M	Revise project timescales accordingly; redeploy staff from other existing staff until posts filled again
Non –performance of contractors against project activity specification	M	M	Effective monitoring arrangements; clearly defined responsibilities and accountability

3. VALUE FOR MONEY (30 PER CENT)

3.1 Describe how your project delivers value for money.

The project costs are broken down into several key elements set out in the milestones and funding schedule. They include design architect consultants' fees and costs, costs of workspace refurbishments and kitting out of parts, marketing and promotion, business and community engagement skills workshops and project management. We will ensure value for money for all these elements by following the council's rigorous procurement and tendering process for all these activities. This will include seeking to minimise the number of our contractors and overheads by bringing together linked activities under a single contractor where practicable and using our existing framework agreements for Council contracts.

We will make optimal use of resources by linking the project to existing activity in Wealdstone such as the NHB Meanwhile Space work, NHB Business support and mentoring and the Xcite skills and employment work with Wealdstone residents.

The proposals for Wealdstone District Centre are focused on creating an infrastructure for business and community, bringing work space back into use, creating new space and stimulating demand for work space. The programme is linked to the council's re-location of the Civic Centre to Wealdstone, the development of the Kodak site, and of Artisan Place. Key value for money headlines for our proposal are:

- **485 new jobs** by creating new workspace and bringing vacant employment floorspace back into use
- **£59m per year** potentially drawn into the local economy from those living and working in the district centre catchment area, including from the impact of future developments.

Capitalising on Growth in the Surrounding Area

The provision of a new Civic Centre in the centre of the shopping centre, the current development of Artisan Place, and imminent development of the Kodak site, provide an opportunity for sustainable local growth. In addition to the new homes at Artisan Place and Kodak, the developments will respectively provide 2,921sq.m. of B1 space for the creative and media centre and 46,090sq.m. for Offices, light industrial. Logistics, business incubation and start-up space, retail, leisure, and a primary school.

In terms of jobs at Kodak, the non-B class uses could generate between 300-455 jobs and B-class uses could generate between 670 and 2,2175 jobs, the latter being dependent on the type of mix of B1, B2 and B8 being brought forward.

However, there is no guarantee that new workspace will be occupied, or if it is occupied, that employees will visit the High Street. Our interventions are geared at addressing market failure by creating the infrastructure to attract businesses to Wealdstone and attract their employees and residents to a vibrant Wealdstone town centre. Activity to stimulate demand for workspace, engage with young people, local businesses and communities are key to ensure that Wealdstone is able to take full advantage of the potential spend from those living, working and trading in the area. This should result in considerable benefits to local businesses after the funding is spent. Residents' spend is based on the following

Methodology	Units	Calculation	Value £m per annum
Average weekly household spending on local goods and services is £240 ¹ (ONS Family Spending 2010).	4,500 homes	$4500 * 52 * 240$	56
An average workers spend £6 per day on food and drink ² YouGov 2006	2,205 jobs (750 jobs new Civic Centre 970 jobs on Kodak development 485 new jobs from creating new workspace and bringing empty space into use)	$1235 * 6 * 46 * 5$ (assume 46 working weeks)	3

The above are conservative estimates as they do not include the number of new jobs to be provided on the Kodak site, or the calculations from GLA Economics that state that additional residential units also create jobs at a rate of 230 jobs per 1,000 population³. It is anticipated that the residential development on the Kodak site will create around 970 new jobs in the local area, If Wealdstone is an attractive and vibrant centre those employees will be more inclined to use the shops and businesses. Research shows that on average workers spend £6 per day on food and drink⁴. If this money were attracted into Wealdstone it would account for an additional £709,100 for the local economy⁵.

It is difficult to estimate the total value of creating a job, reducing anti-social behaviour and improving school attendance however the work undertaken by New Economy (Greater Manchester) and funded by the DCLG budgets

¹ Office for National Statistics (2010) Family Spending

² YouGov (2006)

³ GLA Economics (2005) More Residents More Jobs

does provide unit costs for savings to the public purse.

Job Seeker's Allowance First order fiscal benefit from a workless claimant entering work	Per claimant	£ 7,800
Anti-social behaviour	Per incident	£500
Persistent truancy - total fiscal cost of persistent truancy (missing at least five weeks of school per year), per individual per effective year	Per person per year	£1,500

Given the mobility of the labour market in London and the South East, this application for funding provides no targets for a reduction in Job Seekers' Allowance. It would be hard to make a correlation between the immediate reduction of JSA claimants in Harrow and the creation of new jobs. However, the provision of new jobs provides an opportunities for workless residents and it provides an opportunity for our employment initiatives (funded through Section 106, the Council, and New Homes Bonus) to support clients into those jobs.

Opportunity Costs

The improvements in Wealdstone will reduce crime and reduce the opportunity for criminal behaviour. As a result less time and resources will be required on the part of the local authority and the police service. These resources will be freed to be used on other aspects of community life and in other parts of the borough.

Sense of Community

Not all of the impacts of the proposed improvement projects in Wealdstone are quantifiable in economic terms. One of the major drivers for this project is creating a safe and attractive district centre that can act as a focal point for a disparate community. Wealdstone will be a place existing residents and businesses can take pride in, and one which will draw people together through a sense of community and belonging.



Strategic Context

London Regeneration Fund Criteria:
Encourage Proactive Stewardship;
Enable Good Growth; Secure and Create
Open Work Space

Local Context

Wealdstone key area within Heart of Harrow Opportunity Area.
Highest concentration business designated land in Harrow
Experienced very high employment loss
Regeneration Strategy, Core Strategy, Area Action Plan map Wealdstone for an additional 1,000 new homes and 40,000²m employment space.
New Civic Centre, Library, and work space provided in heart of area
Proximity to Central London provides opportunity to attract new businesses

Lack of belonging and low social cohesion
Limited retail offer in town centre
Poor provision of public space or focus for community
Serious loss of manufacturing industry
Highest vacancy rate in Harrow
Unused derelict and empty premises
Lack of an active traders association
High fear of crime
High incidence of gang crime and drugs
High youth unemployment

1. Creating and developing a range of affordable accessible workspaces for new and small businesses (Good Growth, Secure & Create Open Workspace)
2. Creating demand for work space in Wealdstone
3. Creation of a focal point for those that live, work trade, and study in Wealdstone. To be the hub of events (markets, cook outs, fairs etc.). With those activities providing the catalyst to reinvigorate a traders and community partnership (Good Growth and Proactive Stewardship)
4. Business growth and increasing skills and employability of young people.

London Regeneration Fund



Land owner / developer capital match funding (fit out), revenue match funding (rent subsidies)

Post Office - Business support programme

FE/ HE (in kind)



Section 106 LB Harrow capital and revenue (complementary)

Intensify workspace usage (at Artisan Space) by creating additional public open workspace in ground floor for co-working and café/event space for new business

Meanwhile space, creation of “work labs” bringing empty property into use

Create public square, engaging community and business in design process and providing young people with design skills; developing business/community partnership.

Support business survival & growth –, merchandising, social media etc.

Work space brought into use 10,000sqm

Businesses supported 40

Public realm improvements 3,700 sq.

Value of match funding £2.1m over 5 years

Business / Community Association set up 1

Town Centre Action plan 1

Reduced vacancy rate 5%

Outcomes

Job Growth 534

Increased spend £59m p.a.

3.2 Describe if the project complements any other initiatives.

The Wealdstone London Regeneration Fund bid will provide a key piece in Harrow's Regeneration Strategy focused around our New Homes Bonus projects, Section 106 Agreements with Land Securities (Kodak site) and Barratts (Artisan Place), the Post Office Commercialisation programmes and Highways Improvement projects.

The Wealdstone London Regeneration Fund bid will provide a key piece in Harrow's Regeneration Strategy focused around our New Homes Bonus projects, Section 106 Agreements with Land Securities (Kodak site) and Barretts (Artisan Place), the Post Office Commercialisation programmes and Highways Improvement projects.

Match funding/in kind support

This project will bring significant match funding during and after the GLA funding has ended. This will include £895,000 Section 106 (of which £487,000 has been profiled within the LRF programme), £1.2m from a private developer (Altomart), and £30,000 from the Post Office Retail Awareness training programme, totalling £2,125,000 over a 5 year period.

The section 106 funding includes:

- Highway Improvements (£315k Headstone Rd/Greenhill Rd, High St/Ellen Webb Drive, and Signage Headstone Drive) which will impact on the creation of the public square, support the delivery of events,
- £300k for the implementation of an Economic Development Strategy which focuses on place promotion, the money is to be spent over 5 years with £60k spent in the lifetime of the programme - allocated under Trinity Square for the creation of a town team, hanging banners and welcome signs.
- Town Centre Initiatives to fund events and co-ordinate activities in Wealdstone £280k over 5 years (£112k allocated throughout the programme) for business support activities.

We will also bring considerable in kind support from Council staff – up to £50k estimated - across Directorates enhancing or providing specialist advice to help project planning and delivery, including our Xcite skills and employment team. Partners such as the Post Office, Ignite, Holy Trinity Church will also bring in kind people and resources support as the project develops.

Regeneration Initiatives

The Regeneration Strategy seeks to utilise the Council's assets to provide

new homes, schools, and improved infrastructure to Harrow. Cabinet has approved the development of the current Civic Centre site and adjacent car parks for the creation of new homes, a new school and community facilities. A smaller Civic Centre will be reprovided in the heart of Wealdstone High Street, providing a much needed regeneration opportunity for the town centre.

The section 106 Agreement with Land Securities provides funding for a range of Highway Improvements, town centre initiatives and employment programmes. The Section 106 Agreement with Barratts at Artisan Place requires the development of workspace for the creative and media sector. However, there is no requirement for funds to be used for new or small businesses in this sector.

Business Support

Our New Homes Bonus programme focuses on providing business mentoring to microbusinesses and bringing empty space back into use by creating 4 pop up shops. Our London Regeneration Programme will build on the above by creating a central square / place for communities, a place to host events, and create a heart for Wealdstone. It will engage young people, residents and young people in the design process. Critically, it will enable the provision of subsidised space to start ups and new businesses in the new work space created at Artisan Place. Finally, it will help bring back into use the derelict sites and unused commercial spaces that no other initiative will reach.

Environmental Health

As part of a concerted partnership effort to improve the area, the Council Environmental Health team is currently carrying out consultation in Wealdstone to introduce Selective Licensing. This is where all private rented accommodation is required to be licensed and meet certain conditions aimed at improving the premises and the environment / community they live in. This might cover conditions around refuse storage, conditions to address potential ASB from tenants, responsibility on landlords to check their premises regularly etc. This is also likely to have a positive impact on the look and perception of the area.

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).

We have used the Equality Framework for Local Government in developing this proposal and have undertaken local equality mapping. Social value is built into our contracting procedures at the Gateway stage. This ensures our procurement processes are fair and equitable and that providers share our commitment to equality and diversity. Our actions are designed to support new businesses reflecting the area's diversity, create jobs particularly for young people at risk of crime, reduce fear of crime for older people and build a greater sense of belonging and social cohesion. This will positively impact in what is overall the most deprived ward in Harrow. Wealdstone is very diverse notably with the highest percentage of Black residents and a high concentration of Pakistani residents. It has the highest unemployment in Harrow, the highest number of ESA claimants and at 23% the highest concentration of families with dependent children.

We will appoint inclusive designers leading a multi-disciplinary delivery team to consult and involve local people and organisations, including Harrow Association for Disabled and Age UK Harrow, on barriers which prevent access to our public realm improvements and business growth activities.

We will ensure that our design follows the principles and good practice of The Accessible London SPG with particular emphasis on the access requirements of disabled and older people. We will take account of parking spaces and setting down points near entrances; the positioning and visual contrast of street furniture and the design of approach routes to meet the needs of wheelchair users and people with visual impairments. We will agree a continual monitoring and review process with our design consultants and other contractors and through the project steering group ensure that inclusive design and access are embedded into the project and effectively delivered. We will publicise the project activity in key Harrow Council communication channels such as MyHarrow, our online residents' portal, twitter and Facebook and through Community Champions and Ward Councillors so that local residents have open and equitable access to funded activities.

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

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

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

- A.** We will use this application form and the other information you give us, including any personal information, for the following purposes.
- To decide whether to award your proposal support.
 - To provide copies to other individuals or organisations who are helping us assess and monitor support. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you support.
 - To hold in our database and use for statistical purposes.
 - If we offer you 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.

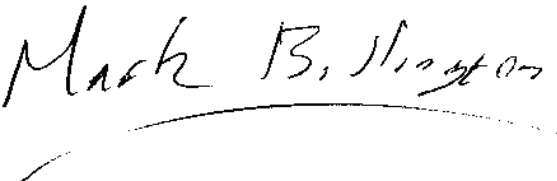
To the best of my knowledge, I confirm that the information supplied on this form is correct and complete. If successful, this organisation will use the funding only for the purpose shown in this application.

Signed: [Click here to enter text.](#)

Name: Mark Billington

Position: Head of Economic Development and Research

Date: 1 October 2015



Mark Billington