

Project Church Street
Good Growth Fund
Stage 2 Application
Westminster City Council
Farrells and The Showroom
January 5th 2018



1. PROJECT SUMMARY AND DESIGN

**THE
SHOW
ROOM**

FARRELLS


City of Westminster

1.1. Introduction

Church Street is a culturally diverse community, steeped in history, rich in culture and the focus of the borough's most ambitious programme of estate renewal. The draft Church Street Masterplan was launched in September 2017 and, following an intensive consultation, Westminster City Council Cabinet (WCC) has recently agreed the final draft.¹ The next phase of activity will produce more detailed plans and procure development partners, with the first major site due to start in 2020.

Over the next 15 to 20 years, the Church Street Masterplan will deliver 1,750 new homes, a mix of health and community facilities, affordable work, retail, leisure and office space. While several of the smaller enabling sites are due to start building in 2018, the substantive phases of development will not begin for another two to five years.

While the Masterplan sets out a bright long-term future, the market and businesses along Church Street (including the antiques quarter) are currently in slow decline. These small businesses provide some of the most important sources of employment for the local area. They also provide the local community with low-cost food, clothing and household goods. Without positive intervention, there is a real risk that those businesses operating on the cusp of viability will simply disappear, and important local jobs will be lost. This would affect the wider community, increasing the cost of living and harming wellbeing.

Conversely, there is also a significant opportunity to do more to ensure that the local community can benefit from regeneration. Westminster Council therefore considers the period leading up to the development of major sites within the Masterplan area as a chance to build a resilient, enterprising and innovative local economy that reflects the diversity and culture of the community.

This project will test new approaches to providing small flexible workspace in a high-street environment. Testing approaches at a small scale will also inform the delivery of the Masterplan, translating demand and function directly into the detailed design of new space. The project will directly address the following key Good Growth Fund Indices:

- **Grow Prosperity** – by delivering new affordable workspaces that respond to the needs of the existing population, providing business support, incubating local

¹ <https://openforum.westminster.gov.uk/have-your-say-CSM>

creative enterprise, and making the best use of public assets. The space will create and support a wide range of businesses, enabling them to grow in the local area and ultimately move into the wider London economy.

- **Make Better Places** – by creating improved public space that connects people and offers a high-quality living and working environment.
- **Empower People** – by working with the community to shape the detail of the Masterplan, offering support to increase employability, and ensuring the project first and foremost supports local people.

Project Church Street is a collaborative venture and Westminster City Council is submitting this bid in partnership with Farrells and The Showroom.

1.2. Spatial Context

Church Street is predominantly residential, characterised by a patchwork of architecturally diverse blocks from the late 18th century to the 1980s. Church Street bisects the area north and south and is therefore a high street similar to many outer London borough town centres. It is lined by shops, businesses and community facilities, such as Church Street Library. It is also home to Church Street Market, the second biggest daily street market in London. As well as being an essential low-cost supplier of food and goods, the Street is the heart of the community and a local asset that the Council is committed to retaining.

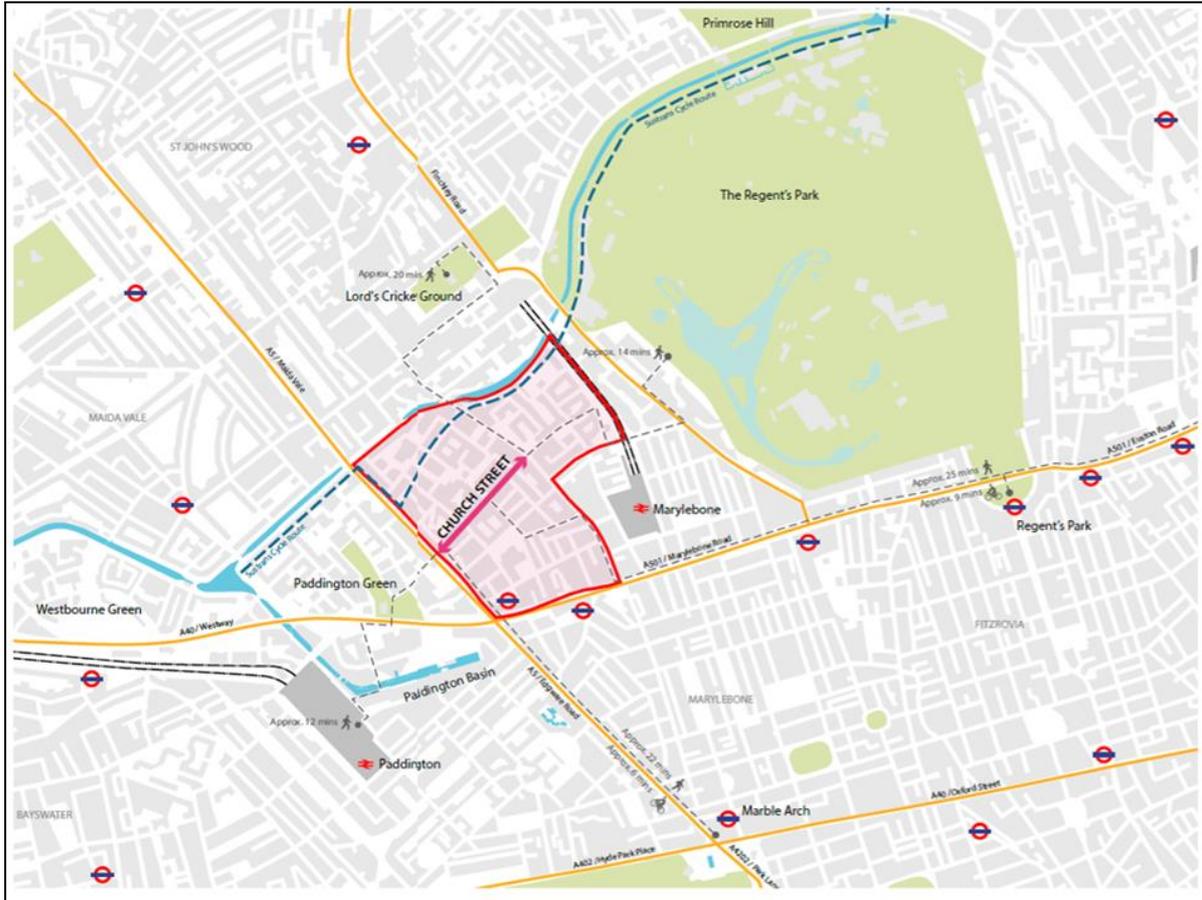
Church Street is also home to a significant concentration of arts and antiques businesses clustered around Alfies Antique Market. This unique local asset can rightly be considered as one of London's hidden gems, and a clear opportunity exists to build on this cluster, creating a new destination that will attract external spend and investment.

Church Street is located in the north of Westminster and occupies an excellent strategic spot. It is within easy walking distance of two of London's key transport interchanges at Marylebone and Paddington. The Street is also served by three London Underground lines at Edgware Road. When thinking about the area as a location for new affordable workspace, this connectivity to the public transport network adds significant weight to the overall viability case.

However, despite its locational advantages, the area is effectively boxed in by physical severances, which serve only to accentuate the contrast between the ward's built environment and that of its generally more affluent neighbours. To the north is the Regent's Canal; to the east, Lisson Grove, South Marylebone Road and the flyover; and to the west, Edgware Road.

However, this contrast also means that property values in the area are relatively low, and there are opportunities to regenerate underused commercial property. Around 80% of the commercial property on Church Street is owned by the Council, which is committed to using its portfolio creatively to promote regeneration. Over the last year, a successful programme of pop-ups, in association with Appear Here and Create Church Street, has helped to bring new footfall and vitality to the area.

Figure 1 Church Street and surrounding area



1.3. Strategic Context

Project Church Street aligns strongly with both London and local area policy and strategy. It is worth noting that any new workspaces created by the project would automatically become part of the wider Westminster Open Workspace network. This network will give workspace users access to a wide range of business support and networking opportunities across the borough. We will also ensure that the project links into the emerging London Markets Board and Westminster's own Markets Strategy, which is currently in development.

1.3.1. London Policy

The London Plan – This proposal aligns strongly with the new London Plan, specifically around Policy E2 Low Cost Business Space and E3 Affordable Workspaces.²

² <https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan/draft-new-london-plan/london-plan/chapter-6-economy>

Edware Housing Zone – Church Street is part of the 150-acre Edware Road Housing Zone. The aim of this housing zone is to develop a high-quality mixed neighbourhood with new homes, new commercial space and better transport links. Increasing housing density in the area will provide 1,113 additional homes across the housing zone, of which 537 will be affordable. This project is intended to complement the residential intensification within the Zone by ensuring that there are more local job opportunities and workspaces for enterprise.

1.3.2. Borough Policy

The Church Street Masterplan (2017)³ defines the strategy for Project Church Street. The Council’s vision is to create a great place where people want to live, communities will thrive and businesses will prosper. The Masterplan builds on the Futures Plan agreed in 2012 and provides a renewed focus for the regeneration of Church Street.

The Westminster City for All (2016)⁴ strategy is the borough’s flagship policy. The strategy focuses on three big themes: Aspiration, Choice and Heritage. The theme for Project Church Street is Aspiration. Under this theme, ‘We will enable all our communities to share in the economic prosperity of the city’. Under this heading there is a specific objective to ‘offer the right environment and support for start-up businesses by doubling our enterprise space to 220,000 square feet (ft²), including through other major investments in the Westminster Open Space Network Paddington Works, Great Western Studios, Ingestre Court, Lisson Arches and Somerset House.’

Westminster Economic Development Strategic Framework (2015)⁵ provides a more detailed approach to the economy. The relevant strategic connections for Project Church Street are:

- **Employment and Skills** – Using our position as an employer, buyer, landowner and regulator (particularly through use of our planning powers) to help generate local employment opportunities and support local people in taking these up.
- **Regeneration and Housing Renewal** – Support local regeneration by providing new workspaces and improved retail offer, and contributing to great quality neighbourhoods.
- **Places** – Rejuvenating Westminster’s high streets and street markets through securing external funding and partnerships. Delivering the workspaces needed by a broad range of businesses, particularly in the West End and the Opportunity Areas

³ <https://www.westminster.gov.uk/church-street-renewal>

⁴ <https://www.westminster.gov.uk/city-for-all>

⁵ http://transact.westminster.gov.uk/docstores/publications_store/business/economic_development_strategic_framework_report.pdf

1.4. The Wider Economic Context

1.4.1. New Transport Infrastructure

The Elizabeth Line, which will open in 2018, with its additional 60,000 visitors a day and considerably faster commuting time for workers, presents a once-in-a-lifetime opportunity to consider the long-term vision for public transport infrastructure for London. Church Street is within walking distance of one of the key hubs at Paddington Station.

1.4.2. Affordable Enterprise Space

Westminster is one of the world's most expensive property markets. Rents and business rates are high. The Coalition for a Digital Economy reports a common complaint about lack of affordable office space.⁶

A recent YouGov survey found that 25% of tech small businesses cited a squeeze on affordable space as a barrier to growth. CBRE has identified a drift of creative small businesses eastward because of the lack of affordable and flexible space.⁷ The Mayor of London's Office Review Panel (LORP) has expressed concern that sustained loss of offices, including the more affordable existing office stock, could erode the Central Zone's appeal as an internationally competitive location. Furthermore, LORP states that flexible and competitively priced accommodation for businesses from start-up stages onwards is essential to major growth sectors.⁸ Jones Lang Lasalle states that flexible space providers now cater for around 4.5% of the entire central London market and expect this to rise in the next few years.⁹

1.4.3. Incubator Accelerator and Co-working Space

Business survival rates, and numbers of jobs created, rise dramatically in enterprise spaces. For example, a typical incubator creates an average of 172 full-time equivalent jobs, and the average five-year survival rate of a business incubator is 87%, which compares with 40% in Westminster.¹⁰ This Westminster model proactively supports start-ups and early stage businesses through services such as training, mentoring, access to markets and access to finance. Moreover, enterprise spaces are increasingly being set up as co-working sites to foster business-to-business interaction. Taking a comprehensive approach to supporting enterprise is a key facet of Project Church Street.

1.5. Socio-economic Context

While Church Street has many qualities, the socio-economic profile reveals some serious underlying issues, several of which this project will directly address. The neighbourhood is one of the 30% most deprived in England – a notable contrast to the surrounding areas, like Paddington Basin, St Johns Wood and Marylebone, which are among some of the wealthiest neighbourhoods in the country.

⁶ Coadec, The Startup Manifesto (September 2014)

⁷ CBRE, Creative London (2014)

⁸ Mayor of London, Central Activities Zone Supplementary Planning Guidance, sections 1.3.2 and 1.6.2 (September 2015)

⁹ <http://workplaceinsight.net/wp-content/uploads/2016/10/HOK-Coworking-Report-A-CRE-Perspective-UK.pdf>

¹⁰ City of Westminster, Local Economic Assessment Baseline Study (2015)

1.5.1. Economic Activity

Economic activity in Church Street is significantly lower (55%) than in neighbouring wards (64%), Westminster (69%), Inner and Greater London (72% for both), and England (70%).

1.5.2. Population and Households

Yet the population is growing. Church Street's estimated population was 11,808 in 2017, a 17% increase from 2001. Between 2017 and 2035, the local population is forecast to grow at a faster rate (22%) than neighbouring wards (17%), Westminster (15%), Inner London (18%), Greater London (19%) or England (11%).

Household numbers are also forecast to increase at a higher rate than in neighbouring wards and wider administrative geographies. From 2017 to 2035, household numbers are expected to increase by 37% from 4,990 to 6,829, a considerably higher rate than neighbouring wards (24%), Westminster (20%), Inner London (25%), Greater London (26%) and England (16%).

1.5.3. Age Profile

Church Street's population is also relatively young compared to the wider areas. The proportion of population under the age of 16 in Church Street (23%) is higher than in the neighbouring wards (18%), Westminster (15%), Inner London (18%), Greater London (20%) or England (19%). This influences the level of local economic activity. With the proportion of pensionable age population broadly similar across all areas (c. 11%), Church Street's working-age population is proportionately smaller (65%) compared to the neighbouring wards (71%), Westminster (73%) and Inner London (73%).¹¹

1.5.4. Qualifications

However, a significant proportion of Church Street's over-16 population have no qualifications (28%) and only 26% have Level 4 qualifications. Though this is broadly consistent with figures for England (22% with no qualifications and 27% with Level 4 qualifications), the proportion of Level 4 qualifications is considerably higher in neighbouring wards (45%), Westminster (50%), Inner London (45%) and Greater London (38%).¹²

1.5.5. Deprivation

Analysis of the 2015 Index of Multiple Deprivation (IMD) suggests the Lower-layer Super Output Areas (LSOA) in Church Street are more deprived than in neighbouring wards and London. The average decile within Church Street is within the 30% most deprived in England, while the neighbouring wards and Westminster are generally within 70%.¹³

Table 1 shows Church Street's IMD profile, where 1 is the most deprived 10% of the LSOAs in England. Domains in which there is significant deprivation within Church Street¹⁴ include barriers to housing and services, and living environment.

¹¹ Experian, 2017.

¹² Experian, 2017.

¹³ English Index of Multiple Deprivation, 2015

¹⁴ Domains for which Church Street is within 10% of the most deprived areas in England.

Table 1 Index of Multiple Deprivation Areas

| | Income | Employment | Education, Skills and Training | Health and Disability | Crime | Barriers to Housing and Services | Living Environment |
|--------------------|--------|------------|--------------------------------|-----------------------|-------|----------------------------------|--------------------|
| Church Street | 4.00 | 5.00 | 8.00 | 5.00 | 3.00 | 1.00 | 1.00 |
| Neighbouring Wards | 9.00 | 10.00 | 10.00 | 10.00 | 4.00 | 2.00 | 1.00 |
| Westminster | 9.00 | 10.00 | 10.00 | 10.00 | 4.00 | 3.00 | 1.00 |

1.5.6. Creative and Cultural Church Street

Church Street is notable for its diversity in both community and culture. The Street is home to a significant concentration of creative social and entrepreneurial organisations including the Lisson Gallery (international gallery), The Showroom (contemporary art organisation), Farrells (multinational award winning architects), the Cockpit Theatre (renowned small theatre), Red Bus Studios (music recording studio), King Solomon Academy (academy with music specialism) and the Arts and Antiques Quarter.

Our partners, The Showroom, Farrells and Alfies, are three such organisations that contribute to Church Street’s artistic makeup. The Showroom is a collaborative art space established in 1983, with a mission to commission and produce community art exhibitions and programmes that engage the local community. Farrells have been involved in the community for many years and currently operate a small creative-focused workspace in their building on Hatton Street. Alfies also falls into this category, as it is home to over 80 small businesses ranging from jewellery makers to landscape painters.

Figure 2 Pop-up art exhibition using an empty shop on Church Street



Additionally, WCC has recently completed the first year of a local arts funding programme, 'Create Church Street'.¹⁵ It has been extremely successful, distributing to date £100,000 to local arts organisations to deliver community-focused events with local audiences of around 1,900 people. Projects have included photography, improv theatre for older residents, street dance (see picture above), puppetry, film and documentary. An example of the latter is the 'World in a Suitcase' project, which charted the life and thoughts of the Church Street market traders¹⁶. There are currently 21 new projects being assessed, the bulk of which originate from individuals and groups within the area.

Further creative activity is the Church Street pop-up shop programme, which hosted around 15 arts- and culture-focused pop-ups in the last year. These range from end-of-year shows for university students to fashion designers such as Jessica Ogden, who put on a two-week retrospective of her work and ran making workshops for the community. Each pop-up was attracted to Church Street because of affordability and the existing context of artists and makers.

Figure 3 Create Church Street project pop-up – Jessica Ogden, Still

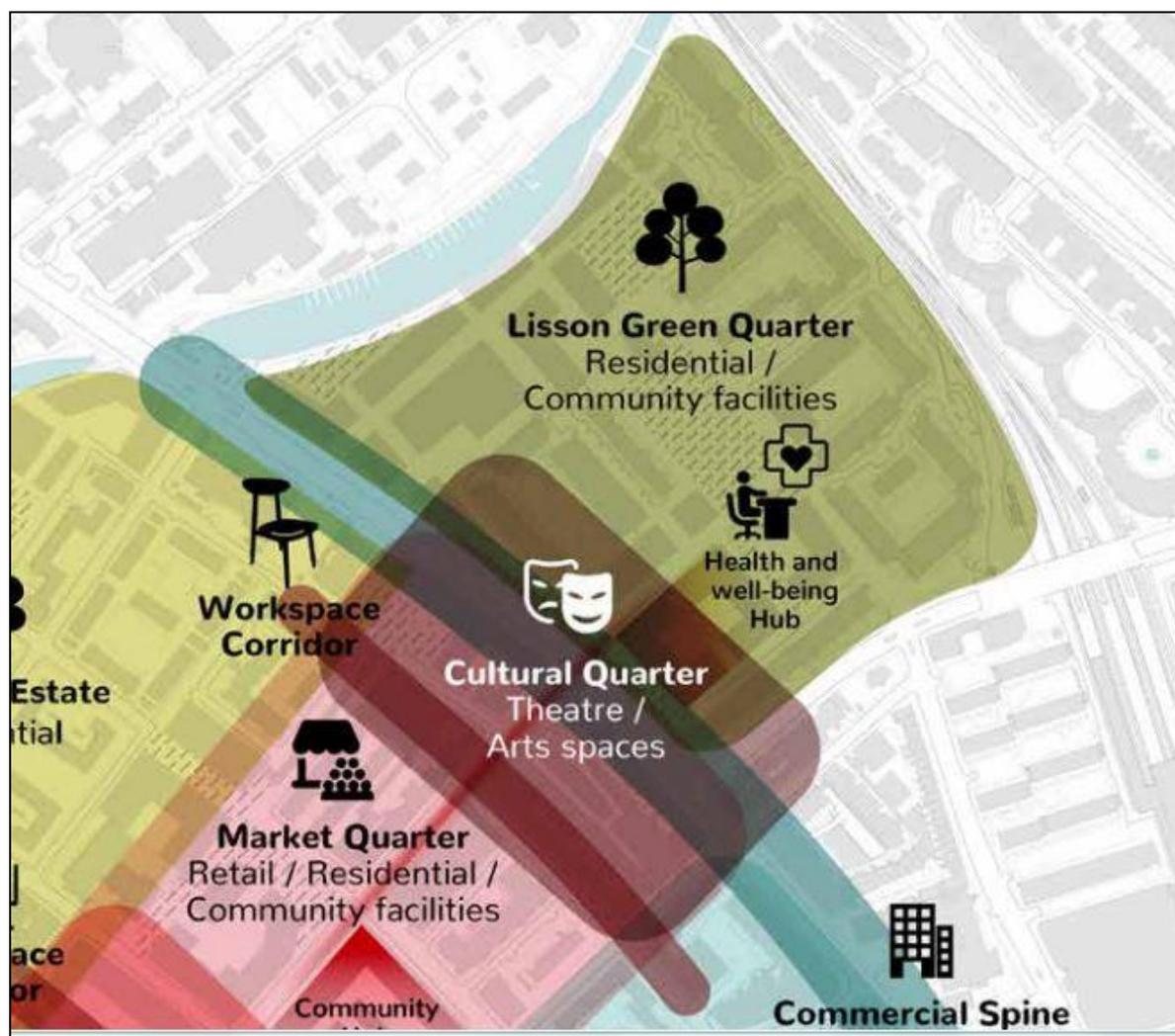


¹⁵ <https://www.westminster.gov.uk/createfund>

¹⁶ <https://www.youtube.com/watch?v=IBruSdZQoiM>

Such energy and attention from artists, makers and creative businesses have laid solid foundations on which to build a project focused on creative enterprise. Almost all of these organisations have expressed an interest in getting involved in Project Church Street and are particularly enthused by the prospect of affordable creative space. The project will in effect act as the first strategic step towards creating a cultural quarter in Church Street.

Figure 4 Zonal map from the Church Street Masterplan 2017



1.5.7. Arts and Antiques Quarter

As a result of the establishment of Alfies antiques market in 1976, a cluster of small, high-end, antiques businesses have sprung up on Church Street, many having started in Alfies and subsequently graduating to their own premises on the street. Today, Alfies is home to around 80 traders and there are a further 20 shops located at the east end of Church Street. As with the market, the arts and antiques quarter is a fundamental feature of Church Street. In the context of the Masterplan, the arts and antiques quarter businesses, in addition to the Cockpit Theatre and galleries, provide the foundation on which to build a new cultural strategy and stimulate creative sector enterprise.

1.5.8. Lisson Arches

The redevelopment of Lisson Arches and 4 Lilestone Street is now underway and due to complete in 2019. This new development will include new homes for Penn House residents, 1,300 square metres (m²) of enterprise space for local businesses and a new community/healthcare hub. The Council is currently seeking an operator for the new affordable workspace. Project Church Street will directly inform the function of the space and the type of third-party operator that will take the lease.

Figure 5 the Lisson Arches development by MAE Housing, Design Awards Finalist 2015, New London Awards Finalist 2014



1.6. Project Church Street

A Comprehensive, Partnership-driven Approach

Project Church Street presents a comprehensive approach to supporting existing business and stimulating new enterprise in the area. The proposal also includes placemaking activity, which ties in with the enterprise approach in order to improve the quality of the trading environment and better use Council commercial property.

The project is primarily designed to target the community. To do this we will also work with existing and planned venues to create a local network of small workspaces, where businesses can start at the very smallest scale and work their way up to their own property. While there is currently a lack of larger affordable workspace and makers' space in the area, Lisson Arches and Sites A&B will provide these opportunities from around 2019 onwards. Once these sites are ready for occupation, the small businesses nurtured through Project Church Street should be ready to move into them. The programme will also gauge which types and sizes of workspaces best suit the area. This knowledge will aid detailed planning of affordable workspace in the medium term.

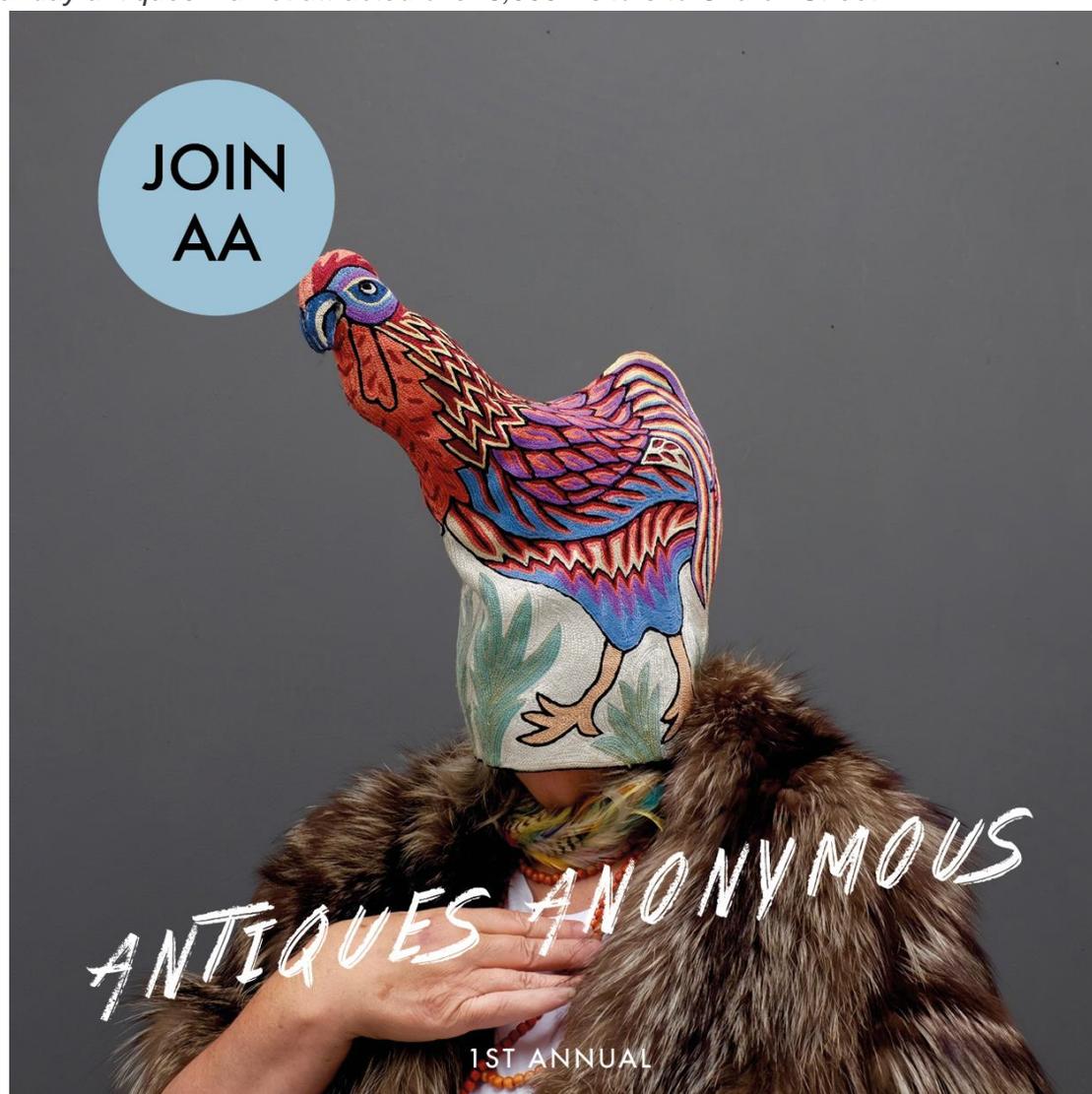
The other part of the project is enterprise support. Creating spaces will not in itself realise the outcomes we wish to achieve. Without intensive help and collaboration with partners, new workspaces alone are unlikely to attract or stimulate a local client base. We will work with partners such as Westminster Adult Education Service (WAES), Westminster College and our own Employment Team to deliver long-term mentoring support, which will both ensure local participation and increase business survival rates. WAES has also expressed interest in taking pop-up space on Church Street to directly showcase the creative output of its students.

While the business support and mentoring strands will apply to all businesses, we see the 120 or so traders of Church Street Market as a top priority. The market is still relatively successful but has been in slow decline over recent years – and has lost diversity among non-food products. Many of the regular traders, of which there are up to 100, operate on the cusp of financial viability. The impending regeneration will need to move the market around the area. As different phases of development occur, we want to help the traders take advantage of the opportunities a new, more economically diverse community will present. One of the key issues is the poor physical state of many of the stalls on the street. The owners of these stalls simply do not have the money to invest in new stalls, so we will create a programme that helps them do this. However, alongside this is the need for higher quality goods and presentation and for traders to learn to market more effectively.

Another key issue to address is the lack of external awareness of what Church Street offers. While other streets outside the Church Street Area Zone (CAZ) are actively marketing themselves, Church Street has not engaged in any coordinated activity to date. Although the changing demographic will provide a new client base for the businesses, this is still some time off, and there is an immediate need to attract footfall and associated spend to the area. Therefore, we will complement direct individual business support with a concerted marketing programme delivered with the help of the businesses themselves.

Closer partnership with the business community is the final element. We will build on early success with the Church Street Arts and Antiques Dealers Association, who held a successful arts and antiques market in the summer (see Fig.6 below). We will therefore set up a representative group for local businesses and traders on the street.

Figure 6 Invitation to Antiques Anonymous flea market, summer 2017. The first-ever Sunday antiques market attracted over 5,000 visitors to Church Street



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1.7. Capacity and Deliverability

Westminster City Council is in a relatively rare position, in that it owns around 80% of the commercial property on Church Street. Over the last year, the Regeneration Team working with Property Services has used the portfolio for art retail and exhibition pop-ups, Create Church Street projects and Masterplan consultation. This demonstrates that the Council is already using its assets creatively to leverage regeneration outcomes. Project Church Street will enhance this, not only with 66-72 Church Street, but with all empty commercial spaces as they occur.

The Council is committed to ensuring that throughout Masterplan delivery, it works to retain the area's unique character and vibrancy. This means taking a proactive approach to curating the commercial offer at street level. This has already started on an informal basis and, now the Council has agreed the Masterplan, WCC will be looking to approach this in a more structured way. The Good Growth Fund (GGF) will help to ensure that as the Masterplan achieves its aims, Church Street retains its authenticity and continues to provide for the community.

1.7.1. Westminster City Council

Westminster City Council will act as project manager for Project Church Street, with collaborative efforts departments including Economy, Place Shaping, and Housing and Regeneration. The Regeneration Base, located at 99 Church Street, will be a focal point for delivery of the project. The core Project Management team will consist of a Senior Project Manager, Business Engagement Officer and Regeneration Officer, as well as the Community Engagement Manager, who will deal with all communications and marketing for the project.

Figure 7 Church Street Regeneration Base



1.7.2. Partners¹⁷

THE SHOW ROOM

The Showroom commissions and produces art and facilitates discourse, providing an engaging, collaborative programme that challenges what art can be and do for a wide range of audiences, including art professionals and the local community.

Through major commissions and smaller projects, The Showroom works with artists and other practitioners who have not previously had significant exposure. It introduces international artists to London, and works in partnership with other individuals and organisations both at home and abroad. The Showroom also works closely with the local community through an aspect of the programme called Communal Knowledge, bringing together local groups and individuals to work with artists on specific projects and commissions that feed into the programme as a whole. The Showroom will lead on the Public Art workstream and will also be bidding to operate the Hub workspace.



FARRELLS

Farrells' local office has been a business in the Church Street Ward for over 30 years. Farrells has realised arts and cultural buildings across the globe, from the Great North Museum in Newcastle and Royal Institute in London, to a current collaboration with Herzog de Meuron on the M+ Visual Culture Museum in Hong Kong. In 2013, the Minister for Culture, Communications and the Creative Industries invited Sir Terry Farrell to lead a national review of architecture and the built environment. They bring interior design, public realm design and spatial planning expertise to the project, and are a patron of The Showroom.

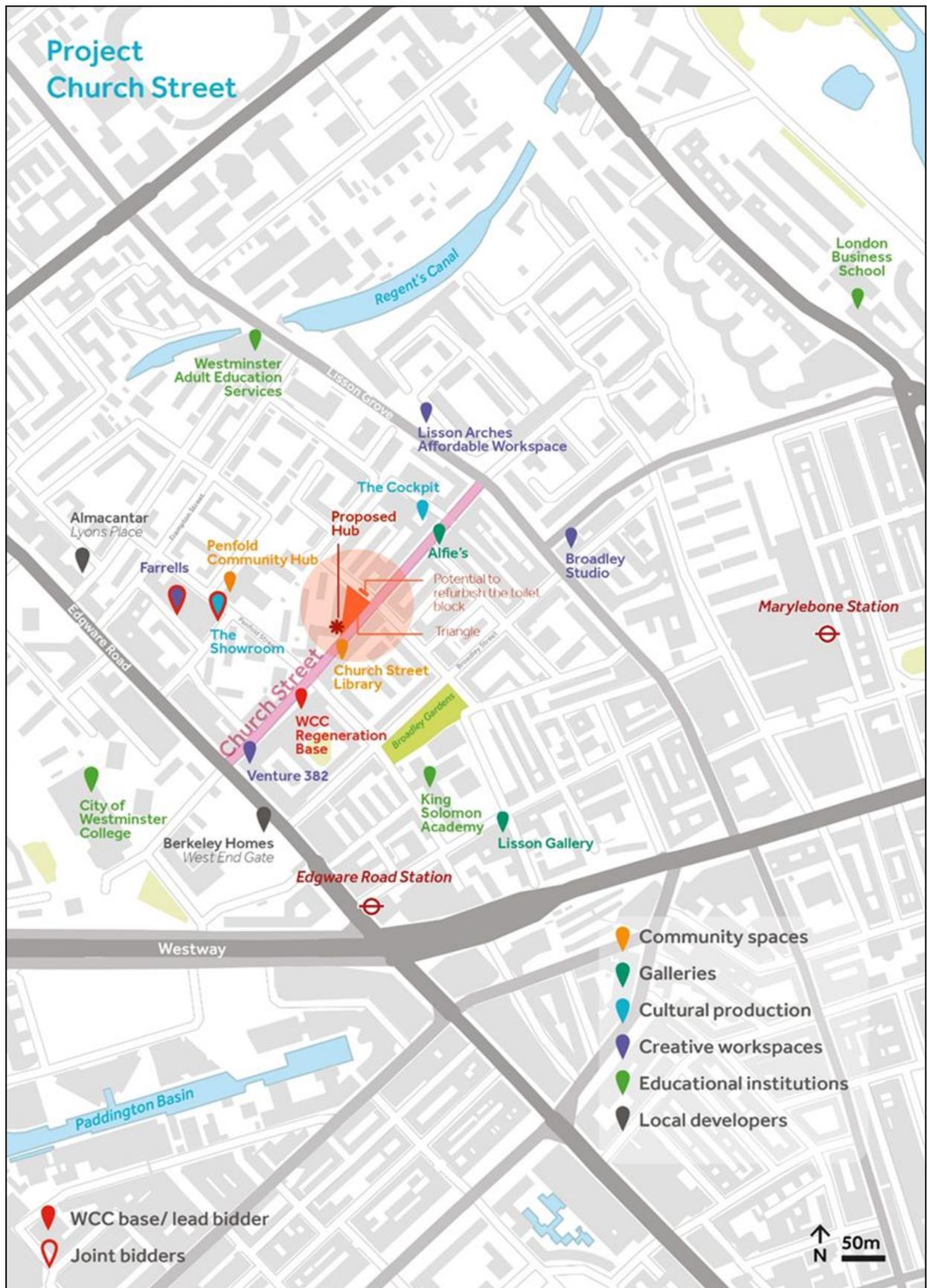


¹⁷ Please note that WCC does not hold the copyright for images on this page of the proposal

Other Project Partners

| Organisation | Engagement to date | Proposed role |
|--|--|-----------------------|
| Westminster Adult Education Service (WAES) | WAES is a WCC department. Initial discussions with Head of WAES. Potential to identify local people for enterprise programmes and support enterprises with skills courses, workspaces and market incubation. | WCC/Community partner |
| Church Street Futures Group (CSFG) | Updates to Place sub-group. | Community partner |
| Paddington Development Trust (PDT) | WCC is working with PDT to deliver a new PDT base on Church Street due to open in January 2018. PDT manages the Neighbourhood Forum and the project will engage with PDT or the Neighbourhood Forum at an early stage. | Community partner |
| London Business School | Mentoring support for incubated businesses Initial discussions with the Dean. | Community partner |
| Alfies Antiques Market | Initial discussions with Bennie Gray about use of space for incubation of creative enterprise and support for creative quarter approach. | Partner organisation |
| Thames Reach | Initial discussion with Manager of Venture 382 Workspace on Church Street. | Partner organisation |
| The Cockpit Theatre | Expressed an interest in being involved in the cultural curation of Church Street. Key partner in the delivery of Create Church Street and sit on the CSFG. | Partner organisation |
| Lisson Gallery | Cultural development, activity and events. The Gallery currently sits on the panel for the Create Church Street fund. | Partner organisation |
| Red Bus Recording Studios | Initial discussions with the owners. They would like to get involved in the toilet block project as they are located directly by them. | |

Figure 8 The map below shows the location of the key partners and their proximity to each other within the local area.



1.7.3. Project Governance and Management

This proposal is formally submitted by Westminster City Council (WCC) as lead and contracting organisation. It has been conceived, and will be managed, as a collaborative partnership between WCC, The Showroom and Farrells.

The Church Street Regeneration Team within WCC's Housing division will manage the project, with the Economy Team as Accountable Body. The intention is to create a fixed-term Project Manager post, with support from Economy and Regeneration Officers on particular project elements.

The project governance will form part of the wider Church Street Regeneration Programme structure, with regular progress reports to the Programme Board. In addition, the project will have a steering group made up of relevant WCC services and partner organisations. The programme's resident-led steering group, the Church Street Futures Group (CSFG), will receive regular reports and be invited to nominate a member to the Project Steering Group.

As well as reporting via Church Street governance frameworks, the Project Manager will also report to the Council's Enterprise Spaces Programme Strategic Lead on the enterprise space and business elements. The Project Sponsor will be the WCC Director of Economy.

The Showroom and Farrells will provide specialist creative industries input to all work-streams and deliver the Public Art strand. The operation of the Hub workspace will be put out to tender using the GLA Workspace Provider Database.

1.8. Workstreams

The section below sets out each activity in more detail. The breadth of the partnership means we are still developing ideas with partners and understanding what they can commit to the project as match funding. However, we have made some conservative estimates in the funding profile.

The intention over the coming years and in the context of the regeneration programme is to take an active role in the curation of Church Street. Project Church Street will play an important part in starting to test and implement this new approach. The tables below offer more detail and include 'Next Steps', assuming this application is successful.

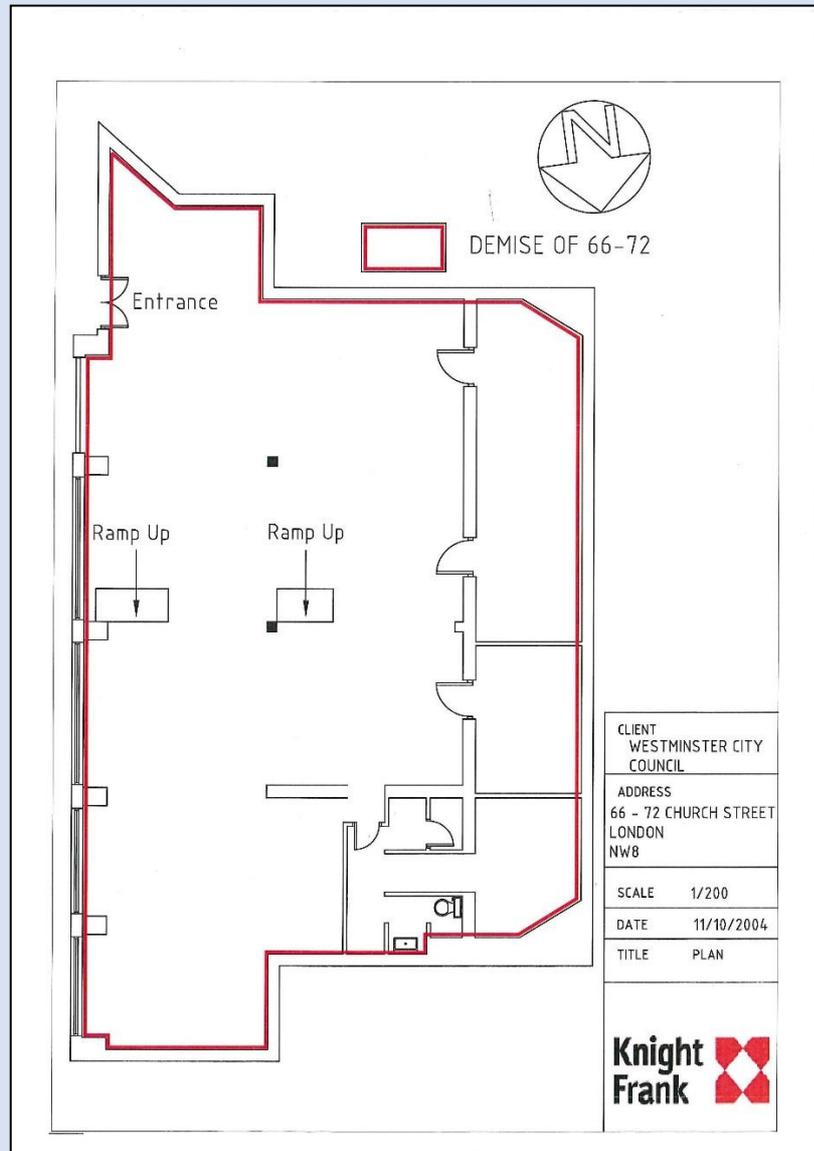
The seven workstreams are as follows:

1. Flexible Workspace/Community Hub (66-72 Church Street)
2. Repurpose and activate Church Street Public Toilet Block
3. Public Art
4. Start Your Own Enterprise and Business Plus
5. Market Incubation Pilot
6. Market Stall Improvements
7. Destination Marketing Programme

The following tables offer a more detailed outline of each.

| Project/Activity 1.Flexible Workspace/Community Hub (66-72 Church Street) | |
|---|--|
| Delivery Partner/s | WCC/The Showroom/Farrells |
| GGF Objective/s | Growing Prosperity |
| Theme | Enterprise/Placemaking |
| Linked Projects | The Green Spine, Lisson Arches, Church Street Masterplan |
| Budget | £210,000 capital £80,000 revenue |
| Timing | Planning, refurbishment and tender workspace contract Y1, target opening date December 2018 |
| Overview | <p>The Hub provides the foundation and base for the wider project. It is ideally located in the middle of Church Street, set back from an area of public realm known as ‘the triangle’. The unit has been vacant for around two years and is in a poor state of repair. The unit is 241m² Gross Internal Area (GIA) and comprises a large main space, two storerooms and a toilet.</p>  <p>The interior will be designed and fitted out as a flexible space that will include co-working, arts space and a revenue-generating activity (in addition to the co-working). It is estimated that the co-working space could accommodate a membership of around 170 users. As well as interior refurbishment, the existing exterior roller shutters will be removed and the frontage will be fully glazed to allow views to and from the street. The public area in the immediate vicinity of the unit (the triangle) will also be improved so that the space can be used for events.</p> |

Fig. 9 Existing floorplan of 66-72 Church Street – its open nature lends itself well to refurbishment for flexible uses.



The triangle area marks the end of the weekday market section of Church Street and, once you cross over Salisbury Street, the beginning of the antiques quarter. There is a palpable change in the quality of the street scene, which only reinforces the contrast between these two important, but diverse, sections of the business community. Reviving the fortunes of the triangle area presents a significant opportunity to not only improve the public realm and increase its use, but also to reduce the gap between the two sections of Church Street and generate cohesion within the business community. The Hub will also be the base for the Public Art project, which will help animate the space and attract footfall and users.

For the repurposed unit, the Council will go out to tender for an appropriately qualified and experienced workspace operator. We are currently considering a five-year lease with an initial rent-free period followed by a stepped rent as the Hub starts to generate revenue through

commercial activity. Income should come from a mix of small revenue streams such as co-working membership, café or similar profit-making venues. The next step is preparing a business plan. We expect that in the first two years the project will need to pay a management fee to the operator; £80,000 revenue has been set aside for this purpose.

The project assumes that it will enable the Council to trial an alternative approach to managing its property portfolio and test interventionist (or curation-based) approaches. These approaches will support the overall delivery of the regeneration objectives within the Masterplan – in particular, retaining the vibrancy and authenticity of Church Street. The objective of the trial period will be to directly inform the detailed specification of new commercial and affordable workspace within the Masterplan, particularly and ground level on Masterplan Sites A and B.

It is intended that the project will also co-opt other vacant commercial units on Church Street as spaces for workshops, exhibitions or interim use/pop-ups (this would include the refurbished toilet block – see next activity). This programme would be coordinated by the Hub operator in consultation with the Project Steering Group. Where a rent is taken, the operator will receive a commission depending on the source of the lease or booking. The Council's managing agent GVA will support all activity on WCC-owned property.

There may be scope to add two further units to the project on a longer-term basis (numbers 49 and 56 Church Street); the next phase of the project will further develop this idea.

Next steps – create a business plan and viability model, engage design team, consult with local stakeholders, finalise detailed programme with steering group and CSFG.

| Project/Activity 2.Repurpose and Activate Church Street Public Toilet Block | |
|---|--|
| Delivery Partner/s | WCC/The Showroom/Farrells |
| GGF Objective | Making Better Places |
| Theme | Placemaking/Enterprise |
| Linked Projects | Temporary Toilet Solution, Green Spine, Lisson Arches, The Hub |
| Budget | £170,000 capital |
| Timing | Year 2 |
| Overview | <p><i>Figure 10 The Church Street Toilet Block</i></p>  <p>The Church Street public toilet block served market traders and shoppers since the market opened in 1909. However, it is relatively isolated, sitting between the two carriageways of Salisbury Street. In recent years, this has led to persistent and serious anti-social behaviour and crime. As a result, the public toilet has been closed since 2015. However, the disabled toilet remains in use for market traders (there is a code entry system). The longer-term plan is to provide public toilets in the new Community Hub (Site B of the Masterplan).</p> <p>Among a range of options, the Masterplan envisages transforming the toilet block and using it to complement the new Hub at 66-72 Church Street. It could serve a number of purposes: small gallery space, makers' space or retail space for the area's artists' and makers' products. It is planned to retain a toilet in this building for market traders.</p> <p>This project also helps create the triangle as a location for activity and enterprise, which in turn will address the division between the two halves of</p> |

Church Street. The location facing the triangle makes the tie-up with the Hub viable. The Hub operator would manage the occupancy of this unit in the same way it will manage pop-ups in other empty Council-owned commercial space.

Figure 11 Toilet block looking from Church Street towards the triangle area



We would like to retain the current shell as it is a locally valued building, although not listed. However, this will be subject to structural appraisal, as the exterior wooden frame appears to be rotten in numerous locations. The project budget also allows for associated public-realm works, so we would use it to join the unit to the footway. This project links directly into the Green Spine, and the Project Manager for this project will sit on the steering group to ensue coherent approach and design.

Next Steps – Take forward the plan for temporary toilets, clarify lease situation, include in the Hub business plan, undertake a condition survey, engage an architect, consult with the community.

Figure 12 Masterplan visualisation of possible reuse of toilet block



| Project/Activity 3.Public Art | |
|--------------------------------------|--|
| Delivery Partner/s | WCC/The Showroom/Farrells |
| GGF Objective | Empowering People, Making Better Places |
| Theme | Placemaking/Enterprise |
| Linked Projects | The Hub, Church Street Masterplan, Green Spine |
| Budget | £100,000 capital £40,000 revenue |
| Timing | Year 1 – Year 3 |
| Overview | <p>The new Church Street Hub will be the base for a wider initiative involving satellite projects in and around the locality. These satellite projects will extend the Hub programme within the neighbourhood.</p> <p>Together with the local community and our partners, we will explore the area’s cultural heritage and changing nature. This will provide the overarching theme for the programme.</p> <p>The Hub and Public Art</p> <p>The Hub will provide a new cultural venue. The new space will combine artistic production, creative learning, and social enterprise and community initiatives. It will create an open and accessible environment for diverse groups to encounter and participate in a wide range of projects. Then Hub will deliver a lively programme involving multi-disciplinary activities working with artists, designers, planners, architects, geographers, philosophers and educators. This will extend The Showroom’s programme of artist commissions and artist-led community work to the high street. The intention is also to begin to connect local resources and expertise – for example, involving Big Green Door in designing projects, or involving Red Bus Recording Studio in presenting work to wider audiences.</p> <p>The Hub will be a dynamic, multi-functional space, including:</p> <ul style="list-style-type: none"> • Exhibitions • Media suite • People’s archive • Creative workshop and learning projects • Co-working areas • Meeting rooms and event spaces • Café. <p>Artist Residencies</p> <p>The satellite projects will be led by artists and will connect with nearby community organisations. The artists will develop participatory projects established with and hosted by public- and third-sector partners such as</p> |

Penfold Community Hub, Lisson Green Health Centre, Church Street Library and King Solomon Academy. The projects will thus touch on issues relating to the environment, health and wellbeing, heritage and memory, learning and skills.

The project team are envisaging three artist residencies each year, one with The Hub itself and two with community hosts (these could be multi- sited and involve more than one community host). The three artists would be given a brief to work with the host organisation/s on projects with local groups. The object would be to create public artworks responding to different sites in the neighbourhood. The following outlines potential hosts and examples of artist-in-residence projects.

- The Hub – a series of events, screenings or performances for the public realm in front of the shop.
- Penfold Community Hub – extension of the medicinal garden project¹⁸ to the sites linked to The Green Spine and development of an urban planting project.
- Church Street Library – cultural heritage project gathering local knowledge to create an archive.

¹⁸ <https://www.theshowroom.org/events/medicinal-garden-launch-and-tour-w-slash-uriel-orlow-and-michael-heinrich>

| Project/Activity 4.Start Your Own Enterprise and Business Plus | |
|--|--|
| Delivery Partner/s | WCC/Specialist third party provider TBC |
| GGF Objective | Growing Prosperity |
| Theme | Enterprise |
| Linked Projects | The Hub, Market Incubation, Trader Stall Grants |
| Budget | £10,000 capital £75,000 revenue |
| Timing | Engage provider, plan delivery, project start April 2018 |
| Overview | <p>This workstream will be put out to closed tender to a list of relevantly qualified and experienced providers. This process will start in January so that a provider is in place for the start of the project in April 2018.</p> <p>New Enterprise Support Providing Church Street with the enterprise infrastructure from start-up through shared workspace to workspace, and then to commercial studio. This is a pragmatic ‘conveyor belt’ approach that delivers immense value, especially in heavily deprived communities such as Church Street.</p> <p>This programme would involve a range of activities that contribute to the theme of enterprise start-up including:</p> <ul style="list-style-type: none"> • Start your own enterprise programmes (two per year). Aimed at those less able to start up due to barriers such as caring responsibilities, discrimination, or lack of access to information. • Support by a dedicated business advisor to develop opportunities and grow local business. • Monthly drop-in business clinics. • Regular business network events and a dedicated social media presence. <p>Existing Enterprise Support Church Street businesses need support to help them to survive and thrive in a rapidly changing environment. This includes a budget for hardware, technology and guidance to be able compete in this digital age.</p> <p>The Business Plus programme involves the following activities that focus on empowering businesses in the Church Street area to succeed in dynamic conditions:</p> <ul style="list-style-type: none"> • Coordinating the existing businesses. • Supporting local businesses with new opportunities. • Running promotional events. • Expanding business clinics availability to existing businesses to assist with their strategies and planning to cope with the developments. • Digital Church Street, a budget allowing existing businesses to access hardware and technology guidance. |

| Project/Activity 5.Market Incubation Pilot | |
|--|--|
| Delivery Partner/s | WCC/WAES/Thames Reach/Westminster College |
| GGF Objective | Growing Prosperity |
| Theme | Enterprise |
| Linked Projects | Start Your Own Enterprise, Market Stall Improvement Grants, Destination Marketing, The Hub and Church Street Masterplan |
| Budget | £30,000 capital |
| Timing | Year 1 – Year 3 |
| Overview | <p>The market has experienced limited growth in recent years. There’s also been a tendency for new traders to simply bring more of the same kind of offer (fish, fruit and veg, clothing and homewares). Added to this, traders are generally older and as many are from non-English speaking origins, their use of English and marketing can be poor. (We will link into WAES and other education providers to explore the potential to provide English classes where required.)</p> <p><i>Figure 13 Church Street Market</i></p>  <p>The rationale for intervention is to encourage new younger traders with a more diverse offer. In particular, we want to encourage arts and crafts and any higher quality goods. We also consider street food to be a good area for expansion. Currently we have seven traders who represent food from around the world. The current food offer is inexpensive and gaining in popularity. There is potential to tap into the huge office lunchtime market around the area.</p> |

To do this, we will work with Thames Reach (new operators of the Venture 382 enterprise space and home to 30 micro businesses), WAES and the college to identify young entrepreneurs and offer them stalls for a set period. We will support them through set up and during the initial operation period. Mentoring will be delivered through the Start Your Own Enterprise project, WAES and another mentoring support we can source (e.g. London Business School).

The project will be managed by the Engagement Officer at the Regeneration Base.

Next Steps – Devise a business plan with partners, identify best practice from other markets, agree the trading licence approach, research stall costs and location for storage, consult with market traders.

| Project/Activity 6.Market Stall Improvements | |
|--|---|
| Delivery Partner/s | WCC |
| GGF Objective | Making Better Places, Empowering People |
| Theme | Enterprise |
| Linked Projects | Market Stall Incubation |
| Budget | £40,000 capital |
| Timing | Year 1 – Year 2 |
| Overview | <p>During the week there are around 30-60 traders operating in Church Street Market. On a Saturday the market can host up to 220 stalls. The majority are made of iron frames with a tarpaulin stretched over the top. They are generally heavy, visually unattractive and can be dangerous in windy weather. Others have only tables and have to cover their often scattered goods when it rains. This means they cannot they cannot sell during poor weather.</p> <p>We will offer grants to 60 traders to purchase new stalls. Visually we would like consistent style and quality. We will also develop Church Street branding to be used on carrier brands, signs and the website.</p> <p>The project will be managed by the Engagement Officer at the Regeneration Base and be developed in partnership with the new market trader group.</p> <p><i>Figure 14 Goods placed directly on the road on a Saturday. Pots and pans making a colourful display and fruit and veg sellers using antique barrows and stalls, many from old Covent Garden Market.</i></p> |



| 7. Destination Marketing Programme | |
|------------------------------------|---|
| Project/Activity | 7. Destination Marketing Programme |
| Delivery Partner/s | WCC |
| GGF Objective | Growing Prosperity |
| Theme | Enterprise |
| Linked Projects | Start Your Own Enterprise and Business Plus |
| Budget | £45,000 revenue |
| Timing | Year 1 – Year 3 |
| Overview | <p>To be successful Church Street has to market itself to the world outside the ward boundaries. This strand of work is based on developing a Church Street brand and marketing strategy.</p> <p>The area needs to develop and communicate a new identity for the arts and antiques quarter, one that dovetails with any new market branding.</p> <p>This could include:</p> <ul style="list-style-type: none"> • A dedicated website • The design and look of promotional material • Branding • Events • Promotions • Improve signage at local transport interchanges and gateways to both the market and antiques quarter. <p>In partnership with the business community create a detailed vision for the arts and antiques quarter – linked to the emerging cultural Hub vision.</p> <p><i>Figure 15 Visualisation of new window vinyls for empty shops to improve the local aesthetic and promote the market.</i></p> |
| |  |

1.9. Design Management Arrangements

1.9.1. Approach

The design elements of Project Church Street will be subject to both internal and external review. Consultation with other Council teams and architect Farrells has already taken place to inform this proposal, and will continue throughout the project lifecycle.

The physical/design elements are:

- Workspace and Arts Hub
- Toilet block repurposing
- Public realm improvements at Church Street triangle

Several small workspace operators were invited to visit Church Street early in the project scoping process, and their views have also informed this proposal.

The Council has an experienced Place Shaping team which will participate in the Project Steering Group. Where this project interacts with other physical elements of Masterplan delivery, such as the Green Spine,¹⁹ we will liaise directly with the Project Manager to ensure a cogent approach to architecture, design and planning.

The Council also operates a borough-wide workspace programme through the Economy Team. The Council Workspace Manager has been consulted during Project Church Street's scoping phase and will also participate in the Project Steering Group. Conversely, the Project Church Street PM has participated in the Lisson Arches Workspace Project Steering Group over the last year. This will ensure that the first major tranche of affordable workspace within the Church Street Masterplan is directly informed by Project Church Street and aligns closely to the local context.

The project will be managed by a Senior Project Manager within Church Street Regeneration Team, which also has responsibility for the delivery of the Masterplan programme. This will ensure that Project Church Street will be a fully integrated part of the long-term approach to regeneration.

The Project Steering Group will set a full programme of design review early this year. This will allow it to begin as soon as the funding agreement with the GLA is finalised.

1.9.2. Procurement

We intend to start the procurement process for a workspace operator in January 2018. We will issue an invitation to tender (ITT) through the GLA open workspace provider network. This ITT will be contingent on the project being agreed with the GLA. Progressing this element before the project starts means that the preferred operator will be able to participate in the design process. This will ensure that the project makes best use of the operator's experience, and that the space meets their operational requirements.

¹⁹ <http://www.greenspinelondon.com/>

Where public-realm work borders other areas of change, such as the Green Spine work at the junction of Salisbury Street and Church Street, we will consider extending the scope of work already procured (provided it meets with all relevant Council procurement guidance).

1.9.3. Design Review

The Project Steering Group will regularly inform and review all design elements of the project. The workspace operator will also participate in this group. As a project partner, Farrells will also be able to use its expertise in design review. Any architects or designers engaged by the project will be asked to agree to external design review through the GLA design review panel. This will happen at the end of the planning phase, before the design is shared with external stakeholders and finalised by the Council.

1.9.4. Completion and Evaluation

Project Church Street seeks to develop and test new approaches to delivering viable flexible micro-workspaces in a high-street context. As a result, we will look to record and disseminate what we have learned about design and delivery. We will do this through our summative evaluations, as well as looking to create a case study to share with GLA, Future of London and New London Architecture.

2. FUNDING SCHEDULE AND MILESTONES

Please see attached **APPENDIX 1 Milestone and Funding Schedule** and **APPENDIX 2 Good Growth Fund Financial Declaration**.

3. EVALUATION AND IMPACT STRATEGY

3.1.1. Approach

The detailed approach to evaluation will occur at the next stage of the project development process. The following sets out an initial approach based on GLA guidance and advice from the WCC Policy and Performance Team.

Project Church Street will measure both outputs and outcomes by creating and applying a comprehensive framework of formative and summative evaluation. Each of the workstreams will be evaluated quantitatively and qualitatively. As well as regular reporting to the Project Steering Group and GLA team, the Council Policy and Performance Team will support and monitor the evaluation framework. The Team will provide expert advice and supervision to keep the evaluation work tightly focussed.

Because Project Church Street is being delivered within the Church Street Regeneration Team, any approaches to evaluation developed by the Good Growth Fund project will have further uses. For instances, they can inform the Church Street Masterplan evaluation approach, which will be developed later in 2018.

As well as core measures in the evaluation tables below, the project will attempt to identify and record added value. This will be reported within the Project Steering Group and used to inform any case studies, as well as the final evaluation report. Where we see evidence of added value on multiple occasions, we will consider assigning a measurement to aid tracking and reporting.

3.1.2. Methodology

Project Church Street is formed of seven key workstreams. Each will be evaluated using the measures and approaches below. Crosscutting measures are set out below the table. The project as a whole will be subject to a summative self-evaluation report.

| Project | Evaluation Methodology | Measure |
|--|--|---|
| 1. Flexible Workspace /Community Hub (66-72 Church Street) | <ul style="list-style-type: none"> User/membership data Satisfaction surveys Physical review of outputs post-delivery Face-to-face Interviews | <ul style="list-style-type: none"> Amount of public realm being created or improved (m²) Number of new jobs being created Amount of commercial/business space being created or improved (m²) Number of people progressing in work |
| 2. Toilet Block Repurposing | <ul style="list-style-type: none"> Physical review of outputs post-delivery User/tenant data | <ul style="list-style-type: none"> Amount of public realm being created or improved (m²) Amount of commercial/business space being created or improved (m²) |
| 3. Public Art | <ul style="list-style-type: none"> Recording of all participant and satisfaction surveys | <ul style="list-style-type: none"> Increase in footfall Increase in visitor satisfaction |
| 4. Start Your Own Business and Enterprise Plus | <ul style="list-style-type: none"> Number of people successfully completing programme Post-programme monitoring and reporting Satisfaction Surveys Face-to-face Interviews | <ul style="list-style-type: none"> Increase in business turnover Number of people progressing in work |
| 5. Market Incubation | <ul style="list-style-type: none"> Number of people successfully completing programme Post-programme monitoring and reporting Face-to-face Interviews | <ul style="list-style-type: none"> Number of people progressing in work |
| 6. Market Stall Improvements | <ul style="list-style-type: none"> Regular monitoring of successful | <ul style="list-style-type: none"> Increase in footfall Increase in visitor satisfaction |

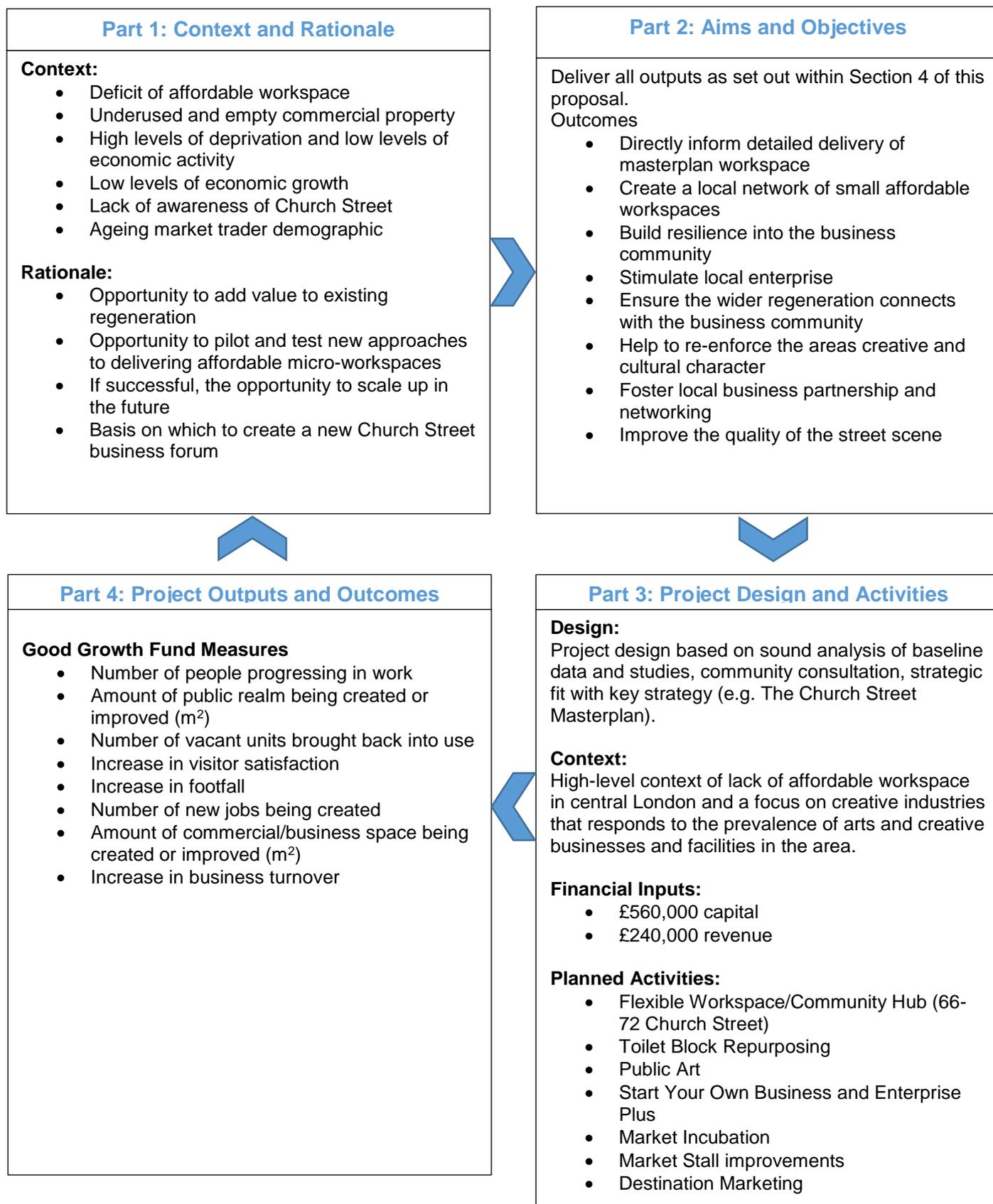
| | | |
|--------------------------|---|---|
| | distribution of grants <ul style="list-style-type: none"> • Number of new/improved stalls on Church Street • Review of grant scheme by the CSFG | <ul style="list-style-type: none"> • Amount of commercial/business space being created or improved (m²) |
| 7. Destination Marketing | <ul style="list-style-type: none"> • Activity log • New website created and operational • Regular review of business health in Church Street | <ul style="list-style-type: none"> • Increase in footfall • Increase in visitor satisfaction • Increase in business turnover |

3.1.3. Cross Cutting Themes:

We will apply the below cross cutting measures to the project:

- Equalities
- Resilience
- Partnerships
- Perceptions of change

3.2. Your Project Logic Chain



3.3. Evaluation Focus

The GLA self-evaluation template provides a set of topics that each evaluation will need to cover. It is important that you design your evaluation to respond your project. Please set out the key questions that you will be looking to answer via your evaluation. In doing so please identify the audience.

- Has the project achieved significant social impact?
- Does the summative evaluation justify increasing activity in Church Street and/or the wider area (e.g. the Council's Ebury Bridge Estate)?
- Has the project raised the external profile of the area?
- Have the overall project objectives met?
- Did the project benefit the existing community?
- Has it benefitted the local ethnicities and cultures on an even basis?
- Which innovations arose from the project?
- Was the programme well managed?
- Was the project delivered to budget and on time?
- Has the project met its targets?
- Are the outputs and outcomes sustainable?
- Has the project helped to strengthen or improve relationships between the community and project partners?
- Where there was public participation, was it accessible?

3.4. Your Approach to Monitoring and Research

Outcomes – performance indicators will be established by the Project Steering Group and the GLA, and agreed by the CSFG. Outcomes will be regularly measured with beneficiaries post-delivery. As many of the beneficiaries may find it difficult to read or write, we will undertake a valid sample of face-to-face interviews, which will use open questions and seek to explore interesting answers for further value and information.

Wider qualitative insights – using the approach described above, we will look to record stories and feedback that explain the impact of our interventions. Case studies may result from this review process. Where language is an issue, we will translate written material or use our multilingual Community Connectors during interviews.

Project delivery – we will review the operational and administrative processes as part of the Steering Group monthly meeting. We will also ask questions about process as part of monitoring and evaluating project delivery.

3.5. Evaluation Resource and Timing

3.5.1. Data Collection

The lead officer for each of the seven workstreams will be responsible for monitoring and collecting data. Each lead officer will have a monitoring template agreed by the Steering Group and CSFG. Monitoring information will be submitted monthly. Monitoring and reporting will be required as part of any Service Level Agreement and agreed before confirming any contracts with third-party operators or providers. The Project Manager will oversee all aspects of contractor management.

3.5.2. Reporting

The project will report quarterly to the following groups before producing the GLA Claim Form. This will enable the project not only to report on performance, but also to record and report on remedial action where identified by the formative evaluation process:

- **Project Steering Group** – Chaired by the Project Manager, this is the operational management group responsible for delivering the project. All project partners will be represented on this group.
- **Church Street Futures Group** – This is the wider community and stakeholder group already in operation to steer the Church Street Masterplan. The group operates two key working groups that meet quarterly. The physical workstreams will report to the Place Working Group, and all other workstreams will report to the People Working Group. These groups also include Council Cabinet Members and Ward Members.
- **Internal Stakeholders** – Performance and actions will also be disseminated to other Council Teams such as Economy, Property and Place Shaping.

In order to ensure objectivity, the summative reporting process will be led and undertaken by the Council's Policy and Performance Team.

The resulting final report will be disseminated to all teams with involvement in the project, wider stakeholders and CSFG.

4. OUTPUTS AND OUTCOMES

| OUTPUTS / OUTCOMES | BASELINE (Where applicable include a baseline figure) | TARGET (What is your overall aim against this output?) |
|---|---|---|
| New jobs being created | | 15 |
| Amount of public realm being created or improved | | 250m ² (approx.) |
| New or improved commercial/business space (m ²) | | 241m ² (66-72 Church Street CS) |
| Number of vacant units brought back into use | <p>66-72 Church Street is a former furniture store that has been vacant for over two years.</p> <p>The Church Street Toilet Block has been closed to the public since 2015.</p> <p>There are a number of additional vacant retail units that the project will consider for temporary occupation in the next phase of project development. They include but are not limited to:</p> <p>52m² (56 CS) 45m² (62 CS) 77m² (49 CS)</p> | <p>Two permanent</p> <p>An assessment of additional temporary accommodation will be added in next phase of project development.</p> |
| Increase in business turnover | The baseline for all interventions related to businesses will be based on the previous year's audited accounts or tax returns for smaller businesses. | To be defined in full application. |
| Increase in visitor satisfaction | Establish annual visitor survey in order to set baseline. | Year 1 = +5% increase, Year 2 = +15% |
| Increase in footfall | Footfall count to be established in order to set baseline. | Year 1 = +10%, Year 2 = +20% on baseline to be measured as part |

| | | of next round of activity |
|---------------------------------------|--|---------------------------|
| Progression in Work | | 20 |
| People supported | | 200 |
| Market Traders new businesses created | | 30 |
| Market Traders Supported – Grants | | 60 |
| Total Market Traders Supported | | 90 |
| Businesses Supported | Definition to be agreed but will be based on the number or overall time of intervention with each business | 100 |

5. DECLARATION

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

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 funding or support, we will publish information about you relating to the activity we have funded, including the amount of funding and the activity it was for. This information may appear in our press releases, in our print and online publications and in the publications or websites of any partner organisations who have funded the activity with us.

B. You have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.

Tick this box if you consider that we should treat your proposal as confidential information.

Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information.

Tick this box if there is any other information you have provided that you consider to be confidential information. You must tell us what that information is and give us your reasons below or in a separate letter. If you are sending us a separate letter, please write 'letter included' below.

- C. Please note that your project summary and any images or videos that you supply may be published if your project is selected for further development or if you are asked to submit a more detailed application form. By submitting this text and any accompanying materials you give us full permission to use them on our website and in other publications and marketing materials produced by the Mayor of London.

Declaration

I certify that the information provided in this Expression of Interest is complete and correct and that I have the authority to submit this application on behalf of the applicant organisation.

Signature



Print Name

Greg Ward

Position

Director of Economy, Westminster City Council

Date **05/01/2018**

