Neasden Civic Partnership Programme (NCPP)

Neasden Meanwhile Community Space

Operator Opportunity – Specification



Brent

MAYOR OF LONDON

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THE PROJECT

1.0 Project Summary

1.1 The London Borough of Brent (LBB) is seeking to appoint an experienced and suitably qualified operator to establish, manage and deliver a vibrant, inclusive, safe, welcoming and financially self-sufficient community space in Neasden Shopping Centre, as part of the Neasden Civic Partnership Programme (NCPP).

1.2 The Neasden Community Space will operate as a meanwhile facility under a proposed seven-year lease. The building will comprise 500 square metres (sqm) of mixed-use accommodation in total, including two internal levels and a roof terrace, located on the existing car park adjacent to 237 Neasden Lane. The facility forms part of a wider programme of investment intended to improve Neasden Town Centre, strengthen community infrastructure and support the long-term regeneration of the area.

1.3 The facility will provide flexible and accessible accommodation for residents, community groups, voluntary and community sector organisations, businesses and other stakeholders to come together, participate in activities, access services and develop opportunities for community collaboration and enterprise.

1.4 The Council is seeking an operator, either a sole operator or a consortia, with the experience, capacity and ambition to establish and manage the space, develop an exciting and varied programme of activities, and work collaboratively with local organisations and residents to ensure the facility responds to local needs and aspirations.

1.5 The space is intended to support community, cultural, social, educational, enterprise and wellbeing activities, alongside co-working and office accommodation, with an emphasis on inclusivity, community participation and opportunities for local organisations, residents and businesses.

1.6 The appointed operator will be required to develop a financially sustainable operating model that balances community benefit, accessibility and affordability with the ongoing costs of managing, maintaining and programming the facility.

1.7 The proposed occupation arrangements, the Council's contribution and the respective responsibilities of the Council and appointed operator are set out in this specification.

1.8 To support the delivery of the project, the London Borough of Brent and the Greater London Authority (GLA) are providing a combined £2.2 million in capital funding. This funding is allocated exclusively to capital works. Revenue funding is not available to support the operational or running costs of the facility.

2.0 Project Background

2.1 The Neasden Civic Partnership Programme (NCPP) is a regeneration initiative led by the London Borough of Brent, supported by the Greater London Authority (GLA).

2.2 The programme seeks to support the regeneration of Neasden Town Centre through improvements to the public realm, new meanwhile community space, and transformation of

the Eastern Gyratory, to create a more attractive, accessible and welcoming environment for residents, businesses and visitors.

2.3 The programme comprises three principal workstreams:

- **Workstream 1 – Neasden Lane Public Realm Improvements:** Improvements to Neasden Lane public realm, including pedestrian infrastructure, landscaping, greening, lighting and public art.
- **Workstream 2 – Neasden Community Space:** The provision of a new, meanwhile flexible community facility within Neasden Town Centre, offering opportunities for community activities, events, services, enterprise and local collaboration.
- **Workstream 3 – Eastern Gyratory Improvements:** Proposals to improve the eastern gateway to Neasden Town Centre, including transport infrastructure, pedestrian accessibility and new public realm and green space.

2.4 The Neasden Meanwhile Community Space is an important component of the programme's wider objectives to support community participation, strengthen local partnerships and create opportunities for residents and community organisations to play an active role in the town centre.

2.5 The space is intended to provide a new focal point for community activity within Neasden, accommodating a range of uses that respond to local needs and aspirations.

2.6 Between 2024 and 2026, the London Borough of Brent undertook a programme of community engagement to inform the development of the NCPP, including proposals for the Neasden Meanwhile Community Space.

2.7 Engagement with residents, businesses, community organisations and stakeholders (including through the NCPP Forum) has helped shape the vision, use and design of the space, in addition to this Operator Opportunity Specification. This process has been supported by input from Brent Council officers across relevant departments, ensuring that the proposals reflect local aspirations and wider Council priorities.

2.8 The findings from community engagement and internal Council consultation have informed this Operator Opportunity Specification, including the proposed uses of the space, expectations for community access and the principles guiding its future management and operation.

2.9 Engagement highlighted the need for a community amenity space within Neasden Shopping Centre that brings together Neasden's diverse communities, including the provision of a safe space for young people. Engagement has also identified negative perceptions of Neasden, associated with antisocial behaviour and criminal activity, reinforcing the importance of providing a safe, welcoming and accessible community facility.

2.10 The facility has been designed as a demountable structure, allowing it to be dismantled and potentially relocated or reused elsewhere in the future. This approach provides flexibility in responding to the longer-term redevelopment of the site while maximising the potential for the structure to have a useful life beyond its initial location.

3.0 Aims and Objectives

3.1 The primary purpose of the Neasden Meanwhile Community Space is to provide an inclusive, welcoming, safe and accessible facility that responds to the needs and aspirations of Neasden's diverse communities. The space will provide opportunities for community-led activities, co-working, enterprise, learning, cultural expression, recreation and social interaction. The new space will integrate and complement existing community facilities within the local area.

3.2 As part of the wider NCPP, the facility is intended to contribute to the regeneration and vitality of Neasden Town Centre, providing a welcoming community destination that encourages participation, strengthens local connections and supports greater use of the town centre. The new space will integrate and complement existing community facilities within the local area.

3.3 The Council aims for the space to:

- **Provide an inclusive and welcoming community facility** that is accessible to people of different ages, backgrounds and abilities, offering a safe and attractive environment for a wide range of activities and uses.
- **Deliver an exciting, innovative and high-quality curated programme** of activities, events and initiatives that responds to the needs, interests and aspirations of local communities, and responds to key seasonal opportunities. The programme should be varied, engaging and distinctive, with opportunities to attract audiences from Neasden, across Brent and further afield, while maintaining a strong focus on serving Neasden's local communities.
- **Develop a responsive and well-planned programme of activities** that reflects local priorities, changing community needs and opportunities for collaboration, balancing community-led activities, cultural and recreational opportunities, learning, enterprise and commercially viable uses.
- **Provide co-working and office space to support local enterprise**, including start-ups, entrepreneurs, freelancers, small businesses and emerging organisations. The space should provide opportunities for flexible working, business networking, collaboration, skills development and knowledge sharing. Where appropriate, partnerships with business support organisations should facilitate enterprise advice, mentoring, workshops and opportunities for business growth.
- **Support community participation and ownership** by creating opportunities for residents, community groups and local organisations to develop, organise and deliver activities within the space.
- **Develop and maintain strong relationships with local stakeholders and partners**, including residents, businesses, community and voluntary sector organisations, faith organisations, educational institutions and relevant Council services, encouraging collaboration and joint initiatives.
- **Promote community cohesion and social interaction** by providing opportunities for people from different backgrounds, cultures and generations to come together

through shared activities and experiences, with consideration for the provision of safe and welcoming activities for Neasden's young people.

- **Support learning, skills development, wellbeing and cultural participation** through a diverse range of activities, including opportunities for creative expression, education, recreation, health and wellbeing, including safe space for young people to meet, study and socialise.
- **Contribute to the vitality and attractiveness of Neasden Shopping Centre** by establishing a lively and active destination that generates footfall, encourages visits and complements the wider public realm improvements delivered through the NCPP.
- **Develop and implement an effective marketing, communications and audience development strategy** to promote the facility, its activities, events and available spaces. This should include targeted engagement with local communities, businesses and organisations, alongside wider promotional activity where appropriate, to increase awareness, attract audiences, maximise participation and support income generation.
- **Establish appropriate and flexible opening hours**, operating for a minimum of five days per week, considering seasonal holidays, with provision responsive to community needs, the proposed programme and operational requirements, including evenings and weekends where appropriate.
- **Ensure the effective, safe and secure operation of the facility**, providing a well-managed and accessible environment for all users, with appropriate arrangements for safeguarding, health and safety, security, maintenance and the management of different activities and user groups.
- **Establish a financially sustainable operating model** that balances community benefit with commercial opportunities and income generation, recognising that no ongoing Council revenue funding is available.

3.4 The Council is seeking an operator capable of delivering a varied, responsive and financially sustainable programme that supports local communities and contributes positively to the needs of Neasden.

3.5 The seven-year lease term and interim nature of the facility should be reflected in the proposed operating approach, recognising that the building is intended to provide community benefit for a defined period while retaining the potential for future relocation or reuse.

4.0 About the Space

4.1 The Neasden Community Space will be located on the existing car park adjacent to 237 Neasden Lane, within Neasden Town Centre.

4.2 The facility is currently at RIBA Stage 4 (Technical Design) and comprises approximately 500 square metres (sqm) in total, including two internal levels and a roof terrace. The building has been designed as a demountable structure, allowing for potential dismantling, relocation and reuse in the future.

4.3 The design has been developed in response to community feedback on priority uses and activities. The building is intended to accommodate a range of complementary uses, with

different levels providing distinct but flexible areas for community activities, enterprise and workspace provision.

4.4 Lower Level – Flexible Community Space

The lower level, which is raised above ground level, is designed to provide flexible, multi-purpose accommodation for community use. This area is envisaged as a space capable of supporting a varied programme of activities, including:

- Community meetings, gatherings and events.
- Cultural and creative activities, performances and exhibitions.
- Workshops, learning and training activities.
- Health, wellbeing and recreational activities.
- Activities delivered by local voluntary, community and faith organisations.
- Other compatible community and cultural uses proposed by the appointed operator.

The intention is to provide an adaptable environment that can accommodate different activities and user groups throughout the day, evenings and weekends, subject to the building's operational requirements.

4.5 Upper Level – Co-working, Office and Meeting Space

The upper level is designed to accommodate co-working, office and meeting facilities, supporting local enterprise, start-ups, freelancers, small businesses and community organisations.

This level will include workspace accommodation, meeting facilities and a kitchenette, providing opportunities for professional, collaborative and enterprise-related activities.

Potential uses include:

- Flexible co-working and shared workspace.
- Office accommodation for small businesses, start-ups and organisations.
- Business meetings and networking activities.
- Enterprise support, mentoring and professional development.
- Training sessions, workshops and smaller group activities.
- Quiet study space.
- Meetings and collaborative activities involving local organisations and partners.

The operator will be expected to consider how these facilities can support local enterprise and contribute to the financial sustainability of the building, while ensuring that the overall offer remains inclusive and responsive to local needs.

4.6 Roof Terrace – Outdoor Community and Activity Space

The building incorporates a roof terrace, forming part of the overall 500 sqm accommodation and providing outdoor space capable of supporting activities complementary to the internal spaces.

Potential uses include outdoor meetings, workshops, small-scale community gatherings, cultural activities, wellbeing sessions and other appropriate programmed events.

The operator will be expected to consider how the roof terrace can be integrated into the wider programme of activities, taking account of capacity, accessibility, safety, noise and other relevant operational considerations.

4.7 Indicative floor plans showing the proposed layout and arrangement of the building are identified in **Appendix A**.

4.8 The final layout, facilities and building specification will be confirmed through the design and statutory approval processes.

4.9 The appointed operator will be expected to work collaboratively with the Council and relevant project partners to ensure that the proposed operating model, programme of activities and management arrangements are compatible with the building's design, facilities and operational requirements.

5.0 Lease and Management Arrangements

5.1 The Neasden Community Space is being delivered by the London Borough of Brent as part of the NCPP. The Council owns the site and will retain ownership of the building, acting as landlord under the proposed lease arrangements.

5.2 The Council intends to appoint an operator to manage and operate the facility under a **seven-year meanwhile lease**, with the appointed operator acting as tenant (leaseholder).

5.3 The lease will be granted on **Full Repairing and Insuring (FRI) terms**, under which the appointed operator will be responsible for the repair, maintenance and upkeep of the premises, together with associated insurance obligations. The detailed lease provisions, including any applicable service charges, break clauses and other contractual obligations, will be confirmed by the Council.

5.4 In addition to the lease, the appointed operator will be required to enter into a management agreement with the Council. This agreement will establish the operational and performance requirements for the facility, including key performance indicators (KPIs), reporting obligations and arrangements for ongoing monitoring and review.

5.5 The management agreement will provide a framework for monitoring the facility's performance against its intended community, social, cultural and economic objectives, ensuring accountability and safeguarding its community purpose.

5.6 The Council welcomes applications from individual organisations and consortia. Where a consortium submits a proposal, one organisation must be identified as the lead organisation and will be required to enter into the lease with the Council as the named tenant (leaseholder). Consortium proposals must demonstrate clear arrangements for governance, accountability and the management of relationships between participating organisations.

5.7 The lease and management arrangements will seek to support the effective and financially sustainable operation of the facility, with clearly defined responsibilities between the Council and the appointed operator.

6.0 Programme and Activities

6.1 The Council envisages that the Neasden Community Space will accommodate a varied, inclusive and innovative programme of activities reflecting the needs, interests and aspirations of Neasden's diverse communities.

6.2 The appointed operator will be responsible for developing, curating and coordinating the programme, working in partnership with residents, community organisations, local businesses, faith organisations and other stakeholders.

6.3 The Council welcomes proposals that demonstrate creativity, flexibility, strong audience development and a commitment to maximising community participation and use of the facility. The programme should primarily serve local audiences while providing opportunities to attract visitors and participants from across Brent and further afield.

6.4 The following activities are suggested as potential components of the programme.

A. Community Meetings and Events

The facility should provide opportunities for residents, businesses, young people, community organisations and other stakeholders to meet, collaborate and organise activities.

Potential uses include:

- Residents' association and community group meetings.
- Community forums and consultations.
- Local celebrations and social gatherings.
- Community exhibitions and information events.
- Activities that encourage participation and collaboration between different communities.

B. Arts, Culture and Creative Activities

The facility should provide opportunities for all users and audiences to participate in cultural and creative activities, helping to celebrate Neasden's diversity and strengthen its cultural offer.

Potential activities include:

- Art and craft workshops.
- Exhibitions and creative showcases.
- Music, performance and cultural production and events.
- Community heritage activities.
- Creative learning and skills development.

C. Learning, Training and Skills Development

The facility to accommodate educational/training and/or skills-based activities, providing opportunities for residents to develop confidence, knowledge and practical skills.

Potential activities include:

- Digital inclusion and digital skills training.
- Employment advice and CV workshops.
- Language and adult learning classes.
- Enterprise and business development workshops.
- Financial literacy, debt management and practical life skills.
- Volunteering and personal development opportunities.

D. Health and Wellbeing

Accommodate activities that promote physical and mental wellbeing and provide opportunities for residents to access information, support and community-based services.

Potential activities include:

- Exercise and movement classes.
- Health and wellbeing workshops.
- Social and peer-support groups.
- Activities addressing loneliness and social isolation.
- Community health information sessions.
- Raising awareness of Brent Health Matters priorities

E. Community and Voluntary Sector Activities

Provide opportunities for local voluntary/community groups/organisations to deliver services, activities and projects. The operator should consider how the space can support smaller organisations that may otherwise face difficulties accessing suitable or affordable space hire.

F. Co-working, Enterprise and Business Support

Provide opportunities for local enterprise development through co-working, office accommodation and associated business support activities.

Potential uses include:

- Flexible co-working and shared office accommodation.
- Workspace for start-ups, freelancers and small businesses.
- Business networking and collaboration.
- Enterprise advice, mentoring and workshops.
- Professional development and skills training.

- Partnerships with local business support organisations.

G. Flexible and Income-Generating Uses

Complementary activities and uses that generate income to support the facility's ongoing operation.

These could include:

- Meeting room, workspace and event space hire.
- Workshops and training sessions.
- Appropriate commercial or social enterprise activities
- Digital, media and print facilities.
- Other compatible uses that contribute to the financial sustainability of the facility.

6.5 The suggested activities are indicative rather than exhaustive. Prospective operators to develop a programme which supports the Council's objectives and responds to local community needs. The operator will be expected to develop a coherent and well-curated programme that is inclusive, accessible and appropriately balanced across different user groups, days and times, while maximising use of the available accommodation.

6.7 All activities must comply with relevant statutory requirements, including safeguarding, health and safety, accessibility, licensing, and any conditions attached to the building's planning permission or lease.

7.0 About the Operator

7.1 The Council is seeking an experienced, capable and proactive space operator with a demonstrable commitment to community development and the successful management of inclusive, accessible and financially sustainable facilities.

7.2 Applications are welcomed from suitably qualified organisations, including voluntary and community sector organisations, charities, social enterprises and partnerships or consortia with relevant experience, subject to the leaseholder requirements set out in Section 5.0.

7.3 The successful operator will be expected to demonstrate:

- Successful experience of managing community facilities or comparable multi-use spaces.
- Successful track record of experience of developing, curating and delivering engaging programmes of community, cultural, educational or enterprise activities.
- An understanding of the needs and interests of Neasden’s diverse communities.
- Strong community engagement, stakeholder management and partnership-working skills.
- Experience of successful marketing, communications and audience development.
- The organisational capacity, staffing and governance arrangements required to manage the facility.

- Financial management expertise and the ability to develop and implement a sustainable operating model.
- Appropriate safeguarding, health and safety, security and operational policies.
- A commitment to equality, diversity, inclusion and accessibility.

7.4 Following completion and handover of the building, the appointed operator will assume responsibility for its day-to-day management, operation and maintenance, in accordance with the lease and management agreement.

7.5 The operator's responsibilities will include:

- Opening, closing and operating the facility for a minimum of five days per week with published opening hours responsive to community needs, the proposed programme and operational requirements, including evening and weekend provision where appropriate.
- Developing and implementing a comprehensive full management, including building management plan covering staffing, administration, security, health and safety, safeguarding, accessibility, cleaning, maintenance, bookings, hire rates and emergency procedures.
- Developing, curating and coordinating a high-quality, varied and innovative programme of activities, events and services that responds to Neasden's local communities and businesses while attracting wider audiences, where appropriate.
- Establishing and maintaining effective working relationships with residents, businesses, community and voluntary organisations, faith groups, enterprise support providers and other relevant stakeholders.
- Coordinating the involvement of partners and participating organisations in the delivery of activities, events and services.
- Managing bookings, room hire, co-working and office accommodation, including arrangements for different user groups and activities.
- Managing staff, volunteers, contractors and other resources required for the effective operation of the facility.
- Identifying and providing any furniture, equipment, IT required for the proposed operating model.
- Ensuring that the facility is safe, secure, accessible and appropriately maintained throughout its operation, in accordance with relevant statutory requirements and the terms of the lease and management agreement.
- Developing and implementing appropriate marketing, communications and audience development arrangements to promote the facility, its programme and available spaces.
- Maintaining appropriate financial records, operational procedures and management information.

- Monitoring and reporting on the use, performance and financial sustainability of the facility against agreed objectives, outcomes and key performance indicators.

7.6 The operator will be expected to establish effective working relationships with the Council and relevant stakeholders and participate in appropriate governance, monitoring and review arrangements throughout the lease term.

7.7 Prospective operators are required to submit a comprehensive three year operational and financial business plan demonstrating their proposed approach to establishing, managing, programming and sustaining the facility. This should include proposed staffing and governance arrangements, a draft programme of activities, opening hours, community engagement and partnership arrangements, marketing and audience development, anticipated income and expenditure, funding sources and financial projections.

8.0 Brent Council's Contribution

8.1 The Council is responsible for delivering the capital works, including the design and construction of the building, statutory approvals, funding arrangements and programme requirements.

8.2 The Council will work with the appointed operator to support the transition from building delivery to operational use, including agreeing the necessary arrangements for occupation, management, handover and commencement of activities.

8.3 The Council's financial contribution is limited to the capital delivery arrangements described in this specification. No revenue funding will be available to support the ongoing operation, management, maintenance or programming of the facility**.**

8.4 The Council will seek to work collaboratively with the appointed operator to support the successful establishment and ongoing use of the facility, including through the management and monitoring arrangements established under the management agreement.

9.0 Operator Responsibilities and Costs

9.1 The appointed operator will be responsible for developing and implementing a financially sustainable operating model that meets the costs associated with managing, maintaining, programming and operating the facility.

9.2 Prospective operators must demonstrate a clear understanding of the anticipated operating costs and provide a three-year, realistic financial business plan setting out projected income, expenditure, funding sources and financial risks. The Operator is responsible for confirming the validity of all assumptions and figures before submitting their bid.

9.3 The appointed operator will be expected to meet the operational and running costs of the facility, including:

A. Staffing and Management

Staffing, administration, volunteer coordination, contractor management and other resources required to manage the building and deliver the proposed programme.

B. Utilities and Services

Electricity, heating, water, telecommunications, Wi-Fi/internet access, waste disposal, sewage, cleaning and other utility and service costs. Estimated costs are £10,000 per annum for electricity, and £2,000 per annum for water but will be use determined. These are estimates based on costs for similar sized properties within the borough, so we encourage Operators to allow for up to 15% markup on top.

C. Cleaning, Repairs and Maintenance

Routine cleaning, repairs, maintenance and upkeep of the premises, including costs associated with keeping the building, its facilities and equipment safe, clean and suitable for community use, in accordance with the repairing obligations established under the lease.

D. Security, Safety, Accessibility, Insurance and Compliance

Costs associated with ensuring the safe, secure and accessible operation of the facility, including:

- Building security, access control and keyholding.
- Health and safety management, risk assessments, fire safety and emergency procedures.
- Safeguarding arrangements appropriate to the activities and users of the facility.
- Maintaining accessibility and inclusive access to the building, facilities and activities.
- Appropriate insurance cover and compliance with the insurance obligations established under the lease.
- Compliance with relevant statutory, regulatory and operational requirements.

E. Equipment and Furnishings

Any additional furniture, equipment, IT provision or specialist resources required to support the operator's proposed activities, where these are not included within the Council's building provision and fit out budget of £50,000.

F. Programming and Activities

Costs associated with developing, curating, organising and delivering community, cultural, educational, enterprise and other activities, events and services.

G. Marketing and Communications

Costs associated with marketing and promoting the facility, developing audiences, engaging residents, businesses and organisations, and maintaining appropriate communications, booking and customer management arrangements.

H. Business Rates

If the Operator is an organisation within the charitable sector, then they will automatically qualify for mandatory 80% relief and be expected to pay circa £2564 per annum. If the Operator is not a charity, they will be required to pay full business rates on the unit which is estimated at circa £12818 per annum for FY26/27. Operators are to verify this is correct.

I. Repairs and maintenance

The Operator will be liable for all repairs that fall outside of the defect's guidelines.

J. Legal Expenses

The Operator will be liable for their own legal expenses incurred during the duration of the sublease term of seven years, including the expenses for getting the lease signed off. Legal expenses can include: (Solicitor fees; Insurances (public liability); Building contents).

K. Other Operational Costs

Any other expenditure required to support the effective, safe, accessible and financially sustainable management and operation of the facility. It is likely there will be other unforeseen costs that arise during project mobilisation and commencement, and this should be taken into careful consideration as well.

9.4 The operator will be expected to identify and develop appropriate sources of income and funding, which may include grants, fundraising, co-working and office accommodation, space hire, partnerships, social enterprise activities and other suitable revenue-generating opportunities.

9.5 The Council recognises the importance of balancing financial sustainability with community accessibility. Proposals should therefore demonstrate how the operator intends to ensure that the facility remains affordable, inclusive and accessible to residents and community organisations while generating sufficient income to meet its operating obligations.

9.6 The detailed allocation of financial, operational, repairing, insurance and compliance responsibilities between the Council and appointed operator will be established through the final lease and management agreement.

10.0 Expected Outcomes

10.1 The appointed operator will be expected to demonstrate how its proposed activities and management approach will contribute to the objectives of the Neasden Civic Partnership Programme. Please see **Appendix E – Key Outcomes.**

11.0 Monitoring and Reporting

11.1 The appointed operator will be required to monitor the use and performance of the facility and provide the Council with regular information demonstrating progress against agreed objectives, outcomes and key performance indicators.

11.2 Monitoring arrangements will include periodic performance reporting and review meetings between the Council and appointed operator, as established under the management agreement.

11.3 Reporting requirements will include the below, please see **Appendix E – Key Outcomes for full details.**

- Details of activities, events and services delivered.
- Numbers of participants, visitors and organisations using the facility.
- Information on community engagement, audience development and partnership activities.

- Use and occupancy of co-working, office and other hireable accommodation.
- Progress against agreed performance indicators.
- Financial performance and operational sustainability.
- Information on building management, maintenance, health and safety and other operational matters.
- Issues, risks and challenges affecting the operation of the facility.
- Planned activities and priorities for subsequent reporting periods.

11.4 The operator will be expected to maintain appropriate records and evidence to support its performance reporting.

11.5 The Council will work with the appointed operator to establish proportionate monitoring and reporting arrangements that reflect the nature and scale of the facility and its intended community, social, cultural and economic outcomes.

11.6 The frequency, format and detailed requirements for reporting and review will be confirmed within the final management agreement.

12.0 Operator Selection and Assessment Criteria

12.1 The Council intends to undertake an operator selection process to identify an organisation with the experience, capability and proposed operating model best suited to delivering the objectives of the Neasden Meanwhile Community Space.

12.2 Prospective operators are invited to demonstrate their approach to establishing, managing, programming, promoting and financially sustaining the facility, supported by an operational and financial business plan.

12.3 Proposals will be assessed against criteria as set out in **Appendix F – Operator Assessment Scoring Criteria.**

13.0 Appendices

The following supporting information is proposed for inclusion, subject to availability and confirmation:

Appendix A - D Proposed Floor Plans - Design Specification

Appendix E - Key Outcomes

Appendix F - Operator Assessment Scoring Criteria

Appendix F Operator Assessment Scoring Criteria

Criteria Theme	What We're Looking For	Weighting	Score (1–5)	Weighted Score
1. Community & Social Value & Environmental Responsibility	Demonstrated commitment to local impact — including local employment, skills development, inclusion, and delivery of community events. Proposals should show measurable social outcomes and credible plans for community engagement. Can demonstrate a clear connection to Neasden and its communities. Commitment to sustainable operations (waste, energy, materials) and, community-facing environmental initiatives or education.	20		
2. Operational & Management Capability	Proven ability to manage and activate similar spaces effectively. Clear operational plan for staffing, programming, maintenance, and health & safety. Evidence of organisational reliability and track record.	30		
3. Financial Sustainability	Realistic, balanced financial model showing understanding of low/peppercorn rent context. Business Plan demonstrates long-term viability, risk management, and reinvestment of surplus into community benefit.	30		
4. Programming & Placemaking Approach	Quality and creativity of proposed uses — co-working, events, skills programmes, and cultural/community activation. Contribution to the site's vitality and wider placemaking goals.	20		
Total		100		

Appendix E - Neasden Meanwhile Community Space (NMCS) Minimum Key Outcomes

Item	Year 1 (startup period)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
Spaces free of charge for the community (hrs) (this is the equivalent of 2 hrs per week) x 48 weeks per year	96	96	96	96	96	96	96	**672**
Community events or activities delivered (numerical value) (this is equivalent of community event per month) (excluding external hires)	12	12	12	12	12	12	12	**84**
Volunteering opportunities (hrs) (this is equivalent of 1hr per week or 4 hrs per month where the community can support the space with volunteering roles)	48	48	48	48	48	48	48	**336**
New start-ups/ enterprises (numerical value)	6	6	6	6	6	6	6	**18**

Definitions

Expected Outputs and Outcomes	Unit of Measurement	Definition	Brent/ GLA's evidence requirements	Brent/ GLA's additional information required
Spaces free of charge for the community	Number of hrs	Number of hours the space is made available for the community free of charge, for example events, 121 meetings, community gatherings, resident association meetings, business association meetings, Church End Partnership meetings, meetings with the Police and other key stakeholders, launch events etc.	Count of hours	Record of attendance signed by community members who have used the space.
Community events or activities delivered	Number of events/activities	Number of local events or activities delivered. An event refers to planned activities. These should fall into the below categories: - Those related to: (1) Film, TV, Music, Radio (2) Heritage (3) Arts, Museums and Libraries. – Other activities and events include, for example but not limited to, sports, volunteering, tourism and social action.	Count of activity by project /partners Type of activity / event to be defined at the outset of the activity to demonstrate additionality	Access to marketing material, photographic evidence, record of attendance.
Volunteering opportunities	Number of opportunities	Number of organised volunteering roles supported as a direct result of the intervention. This includes opportunities for people to volunteer on a regular basis, and opportunities for one-off volunteering. – Formal volunteering refers to those who have given unpaid help via a group, club, or organisation: for example, leading a group, administrative support or befriending or mentoring people.	Count of new individual volunteering roles created and/or existing roles supported as a result of Brent/GLA funding	Equalities data including Gender, Age, Ethnicity and Disability.

Expected Outputs and Outcomes	Unit of Measurement	Definition	Brent/ GLA's evidence requirements	Brent/ GLA's additional information required
New start-ups/enterprises	Number of new start-ups/enterprises created	A new enterprise is one which is registered at Companies House or HMRC as a result of the support provided. – Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity.	Evidence of registration on Companies House or HMRC dated after support has commenced.	

1.0 Additional Project Outputs

1.1 The success of the 7 year project will also be based on the below outputs expected to be delivered through annual surveys by the appointed Operator, with an initial baseline selected from year 1 taken at the start of the programme.

Item	Year 2	Year 3	Year 5	Year 7
Improved perceived or experienced accessibility (numerical value) in the NMCS	+5%	+10%	+15%	+18%
Increased visitor numbers (numerical value) in the NMCS	+5%	+10%	+15%	+18%
Improved perception of the facilities/amenities in the NMCS	+5%	+10%	+15%	+18%

Expected Outputs and Outcomes	Unit of Measurement	Definition	Brent/ GLA's evidence requirements
Improved perceived/experienced	Number of people	The number of individuals who report perceived/experienced accessibility as good or very good.	Survey data, conducted by the project

Expected Outputs and Outcomes	Unit of Measurement	Definition	Brent/ GLA's evidence requirements
accessibility (numerical value) *from baseline taken at the start of the programme		As this is aiming to measure change, it will only be relevant where the individual could experience it previously (i.e., the perceived/experienced accessibility previously existed and isn't new). Accessibility refers to public space having facilities required for disabled pedestrians. These include but are not limited to the toilet facilities, ramps and lifts (where possible)	
Increased visitor numbers (numerical value) *from baseline taken at the start of the programme	Number of people	The increase in number of visitor admissions to the space. The count of attendance should be based on tickets / entry figures, where applicable.	Survey / venue count of visitor numbers
Improved perception of facilities/amenities (numerical value) *from baseline taken at the start of the programme	Number of people	The number of individuals who report their perception of facilities/amenities as good or very good. As this is aiming to measure change, it will only be relevant where the user could experience it previously (i.e., the perception of facilities/amenities existed previously and isn't new). This will be from Year 2 onwards. Amenity/facility means any service contained within a physical structure.	Survey data, conducted by the project. Record of the facilities / amenities which have been improved / created as part of the project

KPI	Performance indicator	Recommended annual target	Proposed Operator Annual Target
1. Social & Community Impact			
Community events and activities	Number of events delivered	4 per quarter / 16 annually, in addition to regular activities	
Community participation	Total attendances across activities and events	1,500–2,000 annually	
Inclusive access	Proportion of participants from Brent	Minimum 70%, with an emphasis on Neasden residents	
Community satisfaction	Participants reporting satisfaction	Minimum 80%	
Local partnerships	Active partnerships with voluntary, cultural, educational or community organisations	5–8 partnerships	
2. Employment & Skills Development			
Local employment	Paid roles created through the operation	1.5 roles, subject to operating model	
Local recruitment	Proportion of paid roles filled by Brent residents	80%, subject to recruitment and applicant availability	
Volunteering	Volunteer opportunities created	6–10 annually	

Local volunteering	Proportion of volunteers resident in Brent	Minimum 80%	
Skills development	Training, learning and development sessions	12–18 annually	
Skills participation	Individuals participating in skills activities	100–150 annually	
Skills outcomes	Participants reporting improved skills or confidence	Minimum 75% of survey respondents	
Enterprise support	Local freelancers, start-ups and microbusinesses supported	10–15 annually	
3. Economic & Operational Sustainability			
Space utilisation	Bookable space used during available operating hours	50% by month 6; 65% by month 12	
Financial sustainability	Income and expenditure monitoring	Quarterly financial reports; agreed operating budget maintained	
Affordable access	Accessible community use	2 hours free per week from Year 2	
Revenue reinvestment	Surplus reinvested in community activities	100% of operating surplus reinvested, subject to agreed reserves and contractual arrangements	
4. Environmental & Place-based Outcomes			

Waste management	Waste separation and recycling	Recycling facilities in place; quarterly waste monitoring	
Energy efficiency	Electricity and water consumption	Quarterly monitoring against an agreed baseline	
Maintenance	Condition of shared spaces, rooftop terrace and undercroft	Monthly inspections; agreed maintenance standards	
5. Governance & Reporting			
Performance reporting	Reports submitted to Brent Council	4 quarterly reports annually	
Community representation	Local residents participating in governance or advisory arrangements	Minimum 3 representatives	
Community engagement	Opportunities for feedback and consultation	Minimum 2 structured engagement sessions annually	
Transparency	Annual reporting of outcomes and community feedback	1 annual impact report	

237 NEASDEN LANE

NEASDEN TOWN CENTRE CAR PARK

NEASDEN LANE

Concurrent landscape works outside of site boundary shown for information only

Secured cycle store providing min. 2no. long-stay cycle parking spaces. Cyclehoop Bikehangar or similar

5no. 240L bins to service community space

Existing neighbour's bins

3no. Sheffield stands for 6no. short stay cycle parking spaces

Proprietary 1080mm dia. concrete drain pipe column protection

Relocated parking signage and meter

G/F core external wall buildup:
140mm painted blockwork
Cavity + waterproofing membrane
60mm rigid wood fibre insulation
Airtight breather membrane
400x600mm Ecococon prefabricated structural straw cassette
12.5mm plasterboard + Steico underlay strips

External power and water supply to support market / temporary uses

Zone for 2-way carpark vehicular traffic between kerbs. Refer to Transport Engineer's info

New metal vehicle height barrier with cut-out lettering

Incoming electrical services in proprietary external cupboards

Concrete benches

1500mm dia. circular fixed window

Linear drain

Raised kerb to differentiate pedestrian and vehicle areas

Repaved predestrian entrance. Refer to Landscape info.

G/F core external wall buildup to plant room:
140mm painted blockwork
Cavity + waterproofing membrane
140mm rigid insulation
140mm blockwork inner leaf

Linear drain

Secure vestibule. Glazed double doors with controlled access

Planter around poplar tree

Vestibule constructed from single-leaf blockwork with cement-board roof

LOBBY R-002 21.199 m²

PLANT ROOM R-003 6.448 m²

VESTIBULE R-001 6.974 m²

1:34.3 fall
1:28 fall
1:12.9 fall
1:34.3 fall
1:25.9 fall
1:28.2 fall
1:20 fall
1:21.8 fall
1:57.3 fall
1:61.8 fall
1:60.8 fall
1:22.4 fall

1,833.3
4,800
2,255
7,300
4,375
5,032.1

NOTES

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4. All buildups are indicative for costing purposes only and are to be verified at the later stages.

KEY

Crown Spread

Root Protection Area

Site Boundary

N

0 1 2 3m

Rev	Date	Description
H	WIP	Stage 4
G	07.08.26	Planning
F	30.04.26	Stage 3 MDA Design Response, Costing
E	23.04.26	Stage 3 MDA Design Response, Costing
D	13.02.26	Stage 3 Costing
C	03.02.26	Stage 3 Coordination, for Fire Strategy
B	09.01.26	Stage 3 Coordination, Topo
A	17.12.25	Stage 3 Coordination
/	18.07.25	Stage 2 Costing

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PROJECT: Neasden Civic Partnership Programme

NUMBER: 074

TITLE: Proposed Ground Floor Plan

STATUS: Planning

DATE: 28/09/2026 SCALE: 1:50 (A1) 1:100 (A3)

REV: **H WIP** NUMBER: **1101**

DO NOT SCALE FROM THIS DRAWING. ALL DIMENSIONS ARE TO BE CHECKED ON SITE. THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL CONSULTANTS INFORMATION.

DRAWN: EL CHECKED: TH

237 NEASDEN LANE

STORAGE
R-106
10.130 m²

FLEXIBLE SPACE
R-105
17.357 m²

FLEXIBLE SPACE
R-104
28.304 m²

DDA WC
R-107
3.943 m²

LOBBY
R-102

FLEXIBLE SPACE
R-103
33.167 m²

STAIRWELL
R-101

Fire-rated window to RE 30 I 15

Primary external wall buildup:
25mm lime render with embedded 100 x 25mm hardwood trims
60mm rigid wood fibre insulation
Airtight breather membrane
400x600mm Ecococon prefabricated structural straw cassette
12.5mm plasterboard + Steico underlay strips

Timber sliding / folding doors

Protected lobby

Accessible WC

Round timber column

Narrow joinery door

8 person evacuation lift.
Stannah Xtralift or similar.

Lift shaft subject to SE design.

1400 x 900 refuge area

1no. 900 x 1610mm openable timber casement window

Core external wall buildup:
150x25mm vertical timber board-on-board cladding
50x38mm sloped-top timber battens
60mm rigid wood fibre insulation
Airtight breather membrane
400x600mm Ecococon prefabricated structural straw cassette
12.5mm plasterboard + Steico underlay strips

Galvanised steel stair

1no. 900 x 1610mm fixed timber casement window

7no. 1200 x 1865mm openable timber casement windows

Fan coil units below windows for VRF heating system to ME in no

Ventilation ductwork penetrating ceiling at high level

Wall A

Wall B

G31-U

T30-U

New Tree

T38-B2

T53-B2

G54-C1

RWP-01

RWP-02

SVP-01

MEV

Datar

W-101 W-102 W-103 W-104 W-105 W-106 W-107 W-108 W-109

D-101 D-102 D-103 D-104 D-105 D-106

1303 1301 1306 1305 1304 1207 G 1205 E 1202 B 1201 A 1204 D 1203 C 1206 F 1302

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N

0 1 2 3m

Rev	Date	Description
F	WIP	Stage 4
E	07.08.26	Planning
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A	17.12.25	Stage 3 Coordination
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PROJECT: Neasden Civic Partnership Programme

NUMBER: 074

TITLE: Proposed First Floor Plan

STATUS: Planning

DATE: 28/09/2026 SCALE: 1:50 (A1) 1:100 (A3)

REV: **F WIP** NUMBER: **1102**

DO NOT SCALE FROM THIS DRAWING. ALL DIMENSIONS ARE TO BE CHECKED ON SITE. THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL CONSULTANTS INFORMATION.

DRAWN: EL CHECKED: TH

237 NEASDEN LANE

Fire-rated window to RE 30 I 15

Primary external wall buildup:
25mm lime render with embedded 100 x 25mm hardwood trims
60mm rigid wood fibre insulation
Airtight breather membrane
400x600mm Ecococon prefabricated structural straw cassette
12.5mm plasterboard + Steico underlay strips

Round timber column

Protected lobby

8 person evacuation lift.
Stannah Xtralift or similar.

Lift shaft subject to SE design.

1400 x 900 refuge area

1no. 900 x 1610mm openable timber casement window

Core external wall buildup:
150x25mm vertical timber board-on-board cladding
50x38mm sloped-top timber battens
60mm rigid wood fibre insulation
Airtight breather membrane
400x600mm Ecococon prefabricated structural straw cassette
12.5mm plasterboard + Steico underlay strips

Galvanised steel stair

1no. 900 x 1610mm fixed timber casement window

6no. 1205 x 1610mm openable timber casement windows

Fan coil units below windows for VRF heating system to ME info

Ventilation service riser

Wall A

Wall B

OFFICE R-205 8.107 m²
STORAGE 1.344 m²
MEV
Data
KITCHENETTE R-206 4.928 m²
WC R-207 2.821 m²
WC R-208 1.629 m²
LOBBY R-202
STAIRWELL R-201
WORKSPACE R-204 39.062 m²
MEETING/READING ROOM R-203 1.779 m²
R-101
D-101
RWP-01
RWP-02
SVP-01

G31-U
T30-U
T53-B2
G54-C1
T38-B2
New Tree

1304 1207 G 1303 1201 1205 E 1202 B 1206 F 1203 C 1302 1301 1204 D

NOTES

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N

0 1 2 3m

Rev	Date	Description
F	WIP	Stage 4
E	07.08.26	Planning
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C	13.02.26	Stage 3 Costing
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PROJECT: Neasden Civic Partnership Programme

NUMBER: 074

TITLE: Proposed Second Floor Plan

STATUS: Planning

DATE: 28/09/2026 SCALE: 1:50 (A1) 1:100 (A3)

REV: **F WIP** NUMBER: **1103**

DO NOT SCALE FROM THIS DRAWING. ALL DIMENSIONS ARE TO BE CHECKED ON SITE. THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL CONSULTANTS INFORMATION.

DRAWN: EL CHECKED: TH

237 NEASDEN LANE

Access hatch to rooftop plant

SVP-01 Vent F/B

Condenser unit

1:60 fall

RWP-03

1:60 fall

Condenser unit

Gully

AHU

Min. 1100mm high gabled parapet

G31-U

T30-U

T53-B2

G54-C1

T38-B2

1 2 3

A B C D

1201 1202 1203 1204 1205 1206 1207 1301 1302 1303 1304 1305 1306

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N

0 1 2 3m

Rev	Date	Description
C	WIP	Stage 4
B	07.08.26	Planning
A	30.04.26	Stage 3 MDA Design Response, Costing
A	13.02.26	Stage 3 Costing
/	03.02.26	Stage 3 Coordination, for Fire Strategy

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PROJECT: Neasden Civic Partnership Programme

NUMBER: 074

TITLE: Proposed Roof Plan

STATUS: Planning

DATE: 28/09/2026 SCALE: 1:50 (A1) 1:100 (A3)

REV: **C WIP** NUMBER: **1105**

DO NOT SCALE FROM THIS DRAWING. ALL DIMENSIONS ARE TO BE CHECKED ON SITE. THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL CONSULTANTS INFORMATION.

DRAWN: EL CHECKED: TH