

PROPOSAL: YOUNG ENTREPRENEURS HUB AT EAST STREET MARKET

Lead Partner: East Street Community CIC
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In partnership with: Southwark Council
Hub Project Budget: ca. £650,000
Delivery Timeline: September 2025 – January 2027



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1. CONTEXT AND STRATEGIC FIT



The Young Entrepreneurs Hub is a key anchor within the proposed *East Street Shopping District*—a strategic place-based regeneration initiative that reimagines East Street Market as a dynamic, inclusive and resilient high street economy. Developed in response to extensive community consultation and research, the Hub will transform underused municipal infrastructure into a functioning launchpad for local economic participation. Situated in one of London’s most culturally rich but structurally underserved markets, the Hub addresses persistent spatial, economic, and operational challenges, including:

- Underused and decaying storage units behind Portland Place
- Barriers to market access for young entrepreneurs and new traders
- Absence of structured mentoring, skills support, or incubation
- Deficiencies in digital infrastructure, public safety, and visibility

Key demographics include a high proportion of Black and Asian market-goers (76%) with **Black women comprising 31.5%** of all visitors—a dynamic community currently underserved by enterprise infrastructure.

The Hub aligns with **Southwark’s Economic Strategy (2023–2030)** in the following areas:

- **Youth Deal:** Facilitating pathways into quality employment and business ownership
- **Inclusive Neighbourhoods:** Creating equitable access to workspace and support
- **Local Wealth Building:** Retaining and redistributing economic value within the community

2. PROJECT PHASES AND TIMELINE

Stage	Activity	Timeline	Milestone Output
Stage 1	Feasibility Study	Sept–Dec 2025	Viability assessment, spatial audit, business case draft,
Stage 2	Design Development	Jan–Feb 2026	Concept design, trader workshops, access framework, planning permission
Stage 3	Pre-Planning and Statutory Engagement	Mar–May 2026	Planning-ready drawings, costed plan, pre-app advice
Stage 4	Build and Fit-Out	June–Nov 2026	20 operational workspaces, common areas, courtyard upgrades
Launch	Public Opening	January 2027	Full enterprise hub with support programme and tenants active

All funding will be released **via milestone approvals**, ensuring financial control and phased delivery towards the originally allocated funding.

3. GOVERNANCE AND DELIVERY

The project will be led by East Street Community CIC in partnership with Southwark Council, which has established itself as a trusted delivery partner for inclusive urban and economic development. A **Project Manager** will be appointed to oversee coordination, strategy, and financial accountability. They will report to a steering group comprising:

- Southwark Council Markets and Regeneration teams
- CIC Board (with youth and trader representation)
- Local educational and enterprise support partners

The Project Manager will also develop the **business plan, delivery offer, and funding compliance** structure during Stage 1 and works towards the launch to ensure the Operations can be launched. The Project Manager will also report on all **milestones**.

4. CASE STUDY: LUDHAM UNDERCROFT, CAMDEN

This proposal draws heavily on the success of the £1.04m **Ludham Undercroft regeneration**, a project initiated by **Dr. Silvie Jacobi** in partnership with Camden Council and part-funded by the Mayor's Good Growth Fund. There, 62 derelict garages were transformed into affordable artist studios, community kitchens, and youth creative spaces. Image: Construction phase, Website: www.undercraft.london

Key parallels include:

- Modular studio development from municipal infrastructure under a housing estate (Ludham and Waxham estate)
- Sliding rent scales and cross-subsidy models
- Embedded local governance through 95% occupancy from local residents (artists and cultural and youth organisations)

- Hybrid use: combining work, skills training, and public activation through organisations focusing on outreach

Ludham's studios, approx. **25sqm each**, were fitted out at £18,000–£22,000 (2019–2021) and rented at **£650/month all-inclusive**, setting a replicable model for East Street's affordability and viability.

The **Ludham Undercroft project** in Gospel Oak successfully transformed 1,692sqm of disused garage space beneath a housing estate into a thriving community and creative hub, anchored by artist studios, a mosaic school, and a youth-focused community space. Delivered through a grassroots-led model with significant public and in-kind investment, it now houses over 60 local artists and 10 community organisations, reaching more than 1,000 people monthly.

The project helped reduce antisocial behaviour, activated long-vacant infrastructure, and demonstrated a viable model for **regeneration without displacement**. Affordable rents, localised tenant selection, and embedded social programming ensured the site remained inclusive and community-owned. Its operational design, including flexible modular units and shared access points, was developed in close consultation with residents, setting a precedent for how garage-type municipal spaces can be repurposed for **permanent cultural infrastructure** with high social return.



5. BUDGET OVERVIEW

Total Estimated Cost for Hub Delivery: £650,000 (CIL Allocation). This includes full transformation of 20 units and development of the operational infrastructure.

The advantage of the site we identified for development, is that it is not located under any housing, meaning it is free of risk from leaks and any waste management requirements, which was a major learning from Ludham Undercroft.

Budget Line	Cost	Notes
Feasibility Study (Architects)	£15,000	Strategic and spatial assessment
Design Development (Stages 2–3)	£20,000	RIBA 2–3, stakeholder consultation, access planning
Build and Fit-Out (20 units @ £30k each)	£600,000	Construction, electrics, internal finishes
Project Management (12 months)	£18,000-£20,000	Coordination, business case, reporting, strategy and timekeeping

The **capital works budget will be finalised following feasibility and design development**, and funding will be staged according to milestone approvals. Income from operations will fund further future capital improvements, i.e. activating the courtyard and providing technology and facilities.

6. BUSINESS CASE FOR OPERATIONS AND SUSTAINABILITY

The Hub is designed to be **financially self-sustaining** by Year 2 through modest, community-conscious revenue streams.

PROJECTED ANNUAL INCOME

Income Stream	Estimate
20 Studios @ £650/month	£156,000
Membership Fees (30 traders @ £30/month)	£10,800
Low-cost printing & services	~£3,000
Total Annual Income	£170,000

OPERATING COSTS

Item	Estimated Annual Cost
Community Coordinator / Ops Manager	£35,000–£40,000
Utilities, Wi-Fi, Supplies	£15,000–£20,000
Maintenance and Security Personnel	£20,000
Reserve Fund and Light Equipment Upkeep	£10,000
Total Estimated Operating Costs	£80,000–£90,000

NET OPERATING POSITION

With projected income of ~£170,000 per year (from studio rents, trader memberships, and basic services), the Hub remains financially sustainable with a **net surplus of approximately £80,000–£90,000 annually**.

This surplus can be reinvested into:

- Community bursaries
- Public events and marketing
- Equipment upgrades or future capital reserves

7. PARTNERSHIPS AND PUBLIC ACTIVATION

To embed value and community ownership, the Hub will partner with:

- **UAL Careers and Graduates:** Creative mentoring and sector pathways
- **Tree Shepherd:** Enterprise training and business coaching
- **London Affordable Studio Network:** Peer learning and infrastructure support

The **central courtyard** will be revitalised for events, including:

- Craft fairs, market crossovers, and open studios
- Youth enterprise showcases
- Community-led festivals and seasonal markets

This makes the Hub both a **functional business incubator** and a **cultural catalyst**, elevating the visibility and vitality of East Street Market.



8. FUTURE AND ALIGNED DELIVERY WORKS

The Young Entrepreneurs Hub is an integral part of the wider **East Street Shopping District** regeneration proposal—an ambitious, place-based framework that aims to revitalise East Street Market and its surrounding infrastructure through community-led development, inclusive enterprise, and spatial justice.

The **Shopping District strategy** encompasses a series of coordinated investments, including:

- **Market infrastructure upgrades:** Improvements to lighting, stall electrics, digital access, and waste management to improve safety and functionality for traders and visitors.
- **Public realm enhancements:** Works to Portland Place, market entrances and shared surfaces that support visibility, accessibility, and safe navigation throughout the district.
- **Wayfinding and district identity:** Co-designed signage, branding, and visual markers that connect new interventions—like the Hub—to the broader area narrative and increase footfall.
- **Community asset development:** The Shopping District concept includes targeted reactivation of underused sites, estate garages, and ground floor spaces to ensure economic benefits are rooted locally.
- The Hub will include the installation of **roof-mounted solar panels** to reduce long-term operational costs and improve environmental performance. These panels will supply clean energy to the units and shared spaces, with potential to support battery storage and off-grid power options for out-of-hours use.
 - Reduced electricity costs and greater financial sustainability
 - Climate-aligned design supporting Southwark's carbon reduction targets
 - Educational opportunities in renewable energy for young entrepreneurs
 - Visibility of green infrastructure in a historically under-served area

The Hub serves as both a **demonstration project and scalable model**, offering a template for future enterprise-led reuse of council-owned infrastructure.

By embedding learning from the **Ludham Undercroft** project and maintaining detailed tracking of outcomes, the Hub's delivery model will inform future council and CIC-led regeneration work. The modular fit-out, hybrid-use design, and governance approach can be adapted for:

- Estate-based creative and social infrastructure
- Further garage or storage conversions within Southwark
- Neighbourhood-scale youth enterprise projects

East Street Community CIC is committed to ensuring that this investment supports **systemic change**, enabling the Shopping District to become a replicable model of community-powered regeneration.

9. OUR EXPERTISE

Dr. Silvie Jacobi is a socially engaged artist, educator, and urban practitioner with extensive experience in public realm regeneration, creative infrastructure, and community development. Her work spans grassroots organising, spatial strategy, and cultural programming across London. As a co-lead of the Ludham Undercroft project in Camden, she played a central role in converting long-neglected municipal garages into vibrant civic and creative spaces. Dr. Jacobi brings a practice grounded in psychogeographic and intersectional approaches to spatial justice, and her research-informed method prioritises embedded governance, long-term affordability, and inclusive access. Her leadership in this proposal ensures continuity of vision, realism in delivery, and deep knowledge of the spatial, cultural, and economic dynamics at play in inner-city regeneration. Silvie lives in Balfour Street Housing Co-op and is passionate to help transform her area.

Lindon Rankin, is the founder of Melanin Health & Wellness CIC, a local health and wellbeing centre. With a background as a psychotherapist specialising in young adults, Lindon combines hands-on creative practice with deep social insight. He has worked with The Social Change Agency, supporting grassroots organisations to develop leadership, sustainability, and impact. His earlier career in media production at the BBC, alongside his long-standing commitment to training and mentoring—including with refugee communities—positions him as a vital contributor to the Young Entrepreneurs Hub. Lindon also designed the solar-powered market barrow at East Street, exemplifying his ability to integrate practical fabrication skills with social and environmental purpose.

Calum Millbank has worked on technical modelling for city-scale decarbonisation masterplans as well as supporting the first steps of grassroots community energy groups. He firmly believes in the power of people to join together and solve challenges and share ideas and resources, and puts as much time and effort as he can towards initiatives like community-led housing and also in organising and supporting to build community resilience.

Recently, Calum has been involved in a range of community energy initiatives across the UK, supporting regional Net Zero Hubs and local authorities. Their work included conducting audits, interviews, and data mapping for regional reports in the South West and North East & Yorkshire, aimed at assessing and advancing community energy ecosystems. They played a key role in securing and launching the CommuniPower LEAD project, coordinating a successful £1M bid and developing a technical programme with expert partners. Additionally, they carried out numerous feasibility studies for renewable energy installations, such as solar PV, wind, and district energy, supporting community energy groups through detailed modelling and analysis using tools like PVSol, AutoCAD, and QGIS.

Nathalie Noach has a background in marketing, community engagement, and mental health. She has worked extensively as a Mental Health and Wellbeing Coach and Welfare Adviser, supporting young adults in educational settings. Her experience spans support and programme delivery, and she has been instrumental in shaping and evaluating East Street Community CIC's engagement initiatives.