

HERITAGE LOTTERY BID: CRANFORD PARK

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| Cabinet Member(s) | Councillor Jonathan Bianco Councillor Richard Lewis |
| Cabinet Portfolio(s) | Finance, Property and Business Services Central Services, Culture and Heritage |
| Officer Contact(s) | Charmian Baker, Residents Services |
| Papers with report | Appendix 1-Proposals Map Appendix 2-Projected Costings for Development & Delivery Stages |

HEADLINES

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| Summary | Heritage Lottery Funding (HLF) is being sought for the repair, upgrading and interpretation of the historic buildings and landscape at Cranford Park, for community, recreational and educational use - a project which is being developed with the help of the Friends Group. Authorisation is requested for the submission of a Round 1 Bid in August 2017. |
| Putting our Residents First | The project subject of this report supports the following Council objectives of: <i>Our People; Our Natural Environment; Our Built Environment; Our Heritage and Civic Pride.</i> It also improves adult and community Education opportunities, reduces anti-social behaviour. |
| Financial Cost | There are no costs associated with the submission of a Round 1 Bid. However, a successful Bid would lead to the Development Stage (Jan 2018- Feb 2020), requiring a contribution of around £45,000 from the Council, with the remaining funding to be provided from the HLF. |
| Relevant Policy Overview Committee | Residents' & Environmental Services |
| Relevant Ward(s) | Heathrow Villages and Pinkwell Wards |

RECOMMENDATIONS

That the Cabinet:

- 1) Agree in principle to submit a Round 1 Bid to the Heritage Lottery Fund (HLF) for the restoration, conversion and interpretation of the historic buildings and landscape at Cranford Park for community, recreational and educational use.**
- 2) Delegate final authority to submit the Bid to the Deputy Chief Executive and Corporate Director of Residents Services, in consultation with the Leader of the Council, Cabinet Member for Finance, Property and Business Services and the Cabinet Member for Central Services, Culture and Heritage.**
- 3) Should the Bid be successful, delegate all future decisions regarding the project to the Leader of the Council, Cabinet Member for Finance, Property and Business Services and Cabinet Member for Central Services, Culture and Heritage, in consultation with the Deputy Chief Executive and Corporate Director of Residents Services.**

Reasons for recommendation

The 18th century Stables and vaulted brick cellars of the former Cranford House, are both listed Grade II and on the 'At Risk' register, while the 18th century landscaped grounds and river banks are overgrown, the paths in the meadow prone to flooding and the listed garden walls, ha-ha and ice house are crumbling in places and barely visible. The two main entrances are unwelcoming and difficult to find, a situation exacerbated by the M4 bisecting the park and it has suffered from anti-social behaviour. There is an active Friends Group, but its events are hampered by a lack of supporting facilities for volunteers and visitors.

This large park is rich in history, natural biodiversity and potential and is located in an area lacking in quality public open space and community facilities. It is very close to the Hayes Housing Zone, which will introduce a significant number of new homes to the area in the next few years. The scale of the work needed would require substantial external funding and it is for this reason that a Heritage Lottery Fund Bid is being sought. The park is a Green Flag

award winner and managed in a way so as to enhance biodiversity and the historic landscape. Although some enhancements have been made in the park, the Bid will enable a holistic approach to be taken.

Alternative options considered / risk management

Alternative options for securing the long term repair of the historic buildings through a new development, have been considered in the past, but rejected on grounds that they were unsuitable for the centre of a public park, containing so much heritage at its heart. Moreover, Cranford Park is designated as a Conservation Area, Archaeological Priority Zone, Nature Conservation Area and Green Belt. The park also has high ambient noise levels, from the M4 at the northern end and Heathrow at the southern. It was thus considered that there were no viable alternative options for its improvement, but to progress a 'Parks for People' Lottery bid, for community use.

There are a number of risks arising from a Heritage Lottery Fund Bid, particularly regarding the timing of external funding sources so that they are eligible for use as match funding. These issues would need to be dealt with during the Development Stage. Additionally, Round 1 Bids are subject to national competition, and it is by no means certain that Cranford Park would be successful in being awarded a Round 1 pass to the Development Stage.

Policy Overview Committee comments

None at this stage.

SUPPORTING INFORMATION

The Importance of Cranford Park

1. The history of Cranford Park is quite remarkable: it contains evidence of pre-historic settlement, two early mediaeval moated manors of the Knights Templar and the Abbey of Thame and then for 300 years it was the country seat of the Berkeley family, the first to live at Cranford being a cousin of Queen Elizabeth I. In the 1930's it was transferred to the Council, in the 1940's, the great house and the south wing of the stables were demolished and in 1949 it opened as a public park.

2. Cranford House appears to have dated from the early 17th century although it was altered and enlarged in the early 18th century to accommodate around 40 rooms. Although the house was demolished in 1944, the splendid brick vaulted cellars remain and many other structures have survived too. The Stables building is thought to have been built in the mid 18th century, and, most unusually, the original stalls and fittings have survived intact. There is also a very fine Georgian bridge, a circular shrubbery believed to have been an early maze, an ice house,

the remains of a moated site, a ha-ha, the outline of a vast walled, kitchen garden and vestiges of an 18th century formal landscape.

3. Cranford Park is some 58 hectares in size (144 acres), 8 ha to the north of the M4 and 50 ha to the south, linked by a subway. The northern section contains an Archaeological Priority Area, the southern section is a Conservation Area (on the Historic England 'At Risk' Register) and the whole park has been included on the inventory of public parks and gardens kept by Historic England. There are nine listed buildings, all Grade II, on and around the site of Cranford House. These are: the Stables, the Cellars of Cranford House (both Stables and Cellars are on the Historic England 'At Risk' Register), the bridge, the Ha-Ha, St. Dunstan's Church, the five metre high Churchyard wall which adjoins the Stables, the walls to the north and south of the Stables on the western side and the long garden walls of the kitchen garden.

4. In addition to the heritage designations, the whole park is in the Green Belt; it is a Nature Conservation Site of Borough Grade II Importance and, as the River Crane runs north/south through the park, it lies within Flood protection zones 2 and 3. The park is rich in biodiversity: many bird species nest there, at least three of which are rare, while the park is also home to many invertebrates, two of which are on the UK Priority list. There are also three veteran trees over 300 years old, one of which is 500-550 years old.

The Current Situation

5. Now, severed by the M4, its driveway is a half hidden access from the motorway slip road, its nine surviving listed buildings are in poor condition, with the stables and cellars at considerable risk, and its 18th century formal landscape and extensive domestic gardens largely hidden or lost.

6. The circular walks are not well marked and often waterlogged and the cycling track does not link with the existing networks. The northern end of the park has a very inhospitable, and half hidden entrance off Watersplash Lane, through an area prone to dumping and abandoned vehicles.

7. Recently, the Council has repaired the western and eastern roofs of the stables, following the theft of lead flashings and considerable water ingress, and rebuilt the Information Centre, which was burned down by arsonists. A small section of cycle track is being constructed, though the rest is pending the flood alleviation scheme. However, anti-social behaviour has led to the boarding up of the stables, and uncertainty as to whether the Information Centre can be opened safely to the public. The cellars have never been safe enough to open to the public and are now leaking water. The central car park has become the subject of unauthorised parking for taxis and the vans of numerous commercial dog-walkers. The public consultations have shown that the general perception of the park is that it is not very safe and has little to offer visitors.

8. An active Friends Group has been established. They work on the 'Secret Garden' next to the Stables, and other nature conservation tasks and also have a very pro-active history group, which has been researching the history of the Berkeley Family and the nature and contents of Cranford House. They put on many walks and events throughout the year, in conjunction with Green Spaces officers. However, the lack of shelter, toilets and any kitchen facilities has been an issue, for these they have been reliant on the support of St. Dunstan's Church.

The Project

9. In 2014, a Cranford Park Steering Group was set up. This comprised the Council's Cabinet Member for Finance, Property and Business Services, the Chair of the Friends Group, Chair of the Conservation Panel, Chair of Heston Residents Association, Churchwarden of St Dunstan's Church, officers from the London Wildlife Trust and Historic England, ward Councillors, the local MP and officers from the Conservation and Green Spaces Teams.

10. LDA Design were commissioned to write a Feasibility Study, appraising the history and significance of the buildings and landscape, highlighting the issues and helping to shape a potential HLF Parks for People Project. Following this, officers submitted a pre-inquiry application to the HLF, have attended three meetings with their officers and have been given advice via telephone and e-mail. Meetings have also been held with a core group from the Steering Group to ensure that the officers and Friends are working together closely on the proposals. Two public consultations have been carried out and visitor sensors, to count footfall and vehicle traffic, have been installed by Green Spaces in the driveway and at the five pedestrian entrances.

11. The project would see the repair of the existing stable block and the restoration of the wing that was demolished, though at single storey only. The new wing would contain a cafe (which would utilise the stalls of the eastern stable), public toilets and a staircase at the far end, leading to the rooms above the stables, which would house office accommodation for a Site Manager

and a base for an apprentice gardener. The central portion of the stables, under the clock tower, would be repaired and upgraded to form two meeting rooms for the Friends, for community use and potentially also for some private hire, the western stables would be refurbished as a museum piece, the rooms above being used by the Friends.

12. The cellars would be repaired, sealed, ventilated, electricity introduced, a new access introduced (with platform lift) from the Secret Garden and a fire exit created. It would become a public exhibition space for the interpretation and display of items relating to the history of Cranford House and its estate. The line of the old house would be marked out in the courtyard in front of it, with the area immediately above the cellars landscaped.

13. The garden walls, ha-ha and other garden features would be repaired and interpreted, and the formal Pleasure Gardens revealed and restored with beds re-introduced for horticultural purposes. The dense vegetation around the River Crane would also be thinned to improve habitats, whilst the Frogs Ditch would be restored to its former line and a pond opened up to help prevent the flooding which takes place within the park and in Cranford Lane beyond. Two new playgrounds would be incorporated into the park - one for younger children in the northern section, near Watersplash Lane, and one for older children nearer the site of the old house. It is suggested that the Visitor Centre remain as such, displaying publicity, leaflets and other information about events at the Park.

14. The existing car park, which is insensitively located in the most historic part of the site, would be replaced with a small car park for disabled visitors and church attendees only. A new car park would be created on the other side of the River Crane, near the entrance, reached by a pedestrian bridge, the existing car park in Watersplash Lane would be refurbished and a small car park would be created by the southern gateway in Cranford Lane. Cycle and walking routes, with way-marking, are also proposed, with the aim of linking a cycle network with the Canal, which runs through the Housing Zone; Highways England will be encouraged to improve the subways under the M4 as part of the Smart Motorway project; and Transport for London are aware of the need to consider an improved access to Cranford Park when redesigning the M4/A312 and Bulls Bridge road junctions.

15. The project would include CCTV and other security measures, lighting, interpretation and improved signage, particularly at the two main entrances. A northern gateway would be created as part of a proposed new circulatory system and highway layout at North Hyde Road. The site manager would be key in maintaining the park, managing the horticultural programme and liaising with the Friends Group and London Wildlife Trust to put together a strong Activity Plan, which would include community archaeology excavations to explore the heritage of the park and teach volunteers new skills.

16. The wider park would also see improvements to the historic landscape, including reintroducing the original orchards, reintroducing grazing to the south of the site and restoring the more formal gardens.

17. The project will also engage with conservation partners to enable a sustainable future for the park.

The Heritage Lottery Fund

18. The HLF officers have been positive about the project at the Pre-Inquiry stage, and in the following three meetings. They have emphasised that the Bid must be competitive in demonstrating value for money for lottery users, including community outcomes (understanding potential user groups, increasing visitor numbers and developing audience programmes for enhancing skills and educational opportunities); in terms of providing benefits for the natural as well as the built heritage, with provision for the long term sustainability and management of both; and the dovetailing of the project with external partners, for example transportation and the police.

19. These issues have been explored in more detail, and various meetings have been held, both internally and externally to gather further information and ideas. The HLF officers are now happier with the overall pitch of the budget and the level of grant requested, the balance between buildings and landscape, capital works and activity costs and they have particularly welcomed the deepening collaboration with the Friends Group and the very useful outcomes of the public consultation in April. They also understand the increasing importance of Cranford Park, and its potential enhancement and facilities, to the Hayes Housing Zone, situated close to its northern border.

Next Steps

20. It is proposed to submit a First Round Bid in August 2017. This would be presented to the London Board, and if successful, would then compete at the national level, with a decision being made in mid December 2017. If the HLF were to accept the project, the next step would be a Round 2 Application, which would be taken forward with consultants under the guidance of an HLF Mentor and with the involvement of Council officers and the Steering Group. This is a weighty piece of work, which would require the presentation of detailed proposals, based on full site investigations and including drawings, planning permissions, and all the required supporting documents and plans.

Time Line

21. The HLF have recommended that a Round 2 Bid should not be submitted until February 2020, to allow the maximum time permissible for the Development Stage, this being a large and complex project. Round 2 is again subject to national competition, with a decision being made in June 2020. If successful, the procurement of contractors would begin later that year, with a start on site likely in late 2020/early 2021.

Development stage

22. At the Development Stage, it has been calculated that some £274,100 would be required, to cover the professional fees for the survey work and structural investigations, detailed drawings and plans for the buildings and gardens and for project timetable, cash flow and detailed cost breakdown. It will also cover the drawing up of a master plan, conservation plan, activity plan, business plan, management and maintenance plan, and the submission of planning, listed building consent and building regulations' applications. An 80% funding request to the HLF, and input of volunteer time at HLF rates, would leave a contribution of around £45,000 from the Council. The Bid would then have to compete successfully at Round 2, before it could proceed to the Delivery Stage.

Delivery stage

23. At the Delivery Stage, it is anticipated that the overall cost of the project would be in the region of £3.3 million, including capital works (with contingency and inflation), project manager, implementation of the activity plan and the site manager's salary (for the first 5 years), of which a 70% grant from the HLF (say £2.3 million), would be requested. The other 30% would be made up of match funding, which could comprise: s106 money from the Hayes Housing Zone; the money already earmarked to Cranford Park from the Regional Flood and Coastal Committee for the hydrology; Transport for London's funding for the cycle paths; a potential horticultural apprenticeship and volunteering input from the Friends. It is hoped that the Council's contribution, which would include the 5 year management and maintenance element, and an apprenticeship for a young person, would not exceed a quarter to a third of the total match funding. (All of these figures may need adjusting when the scheme is worked up in the development stage.)

Financial Implications

There are no costs associated with formulating a First Round Bid, other than the utilisation of LBH officers' time and marginal costs of a part-time Project Manager.

The projected development stage costs of £274,100 would be incurred in 2018/19 in the event of a successful First Round bid, with £221,100 of this to be claimed from HLF funding. The £45,000 LBH contribution would need to be incorporated in the 2018/19 MTF, with the most likely source being a contribution from HIP earmarked reserves.

RESIDENT BENEFIT & CONSULTATION

The benefit or impact upon residents, service users and communities?

The Cranford Park Steering Group is made up of representatives from the Friends Group, local residents' groups, the ward councillors, St. Dunstan's Church as well as the London Wildlife Trust and Historic England. There is a great appetite to restore this historic park and its buildings to provide a park which can provide community facilities, educational opportunities and the facilities to support an enhanced programme of family events, to be delivered by the Friends Group, London Wildlife Trust and Council officers.

Consultation carried out or required

In April 2015, officers and members of the Friends Group undertook a two day exhibition and public consultation event in Cranford Park, together with an on-line consultation questionnaire, advertised in Botwell library and on posters around the park. There were over 200 responses, with overwhelming interest in restoring, upgrading and providing improved facilities at Cranford Park, with many suggestions for community events.

In April 2017, officers and members of the Friends Group staged a small exhibition and public consultation outside Tesco's, Bulls Bridge, only 300 metres or so away from the park. The aim was to talk to people who may not necessarily visit the park to discover if they knew of it, what they thought of it and whether they would be interested in its restoration to provide community facilities. There was considerable interest and support, particularly from the many young

couples and families interviewed. Some 230 responses were logged.

If the Round 1 Bid were to be successful, the draft master plan and drawings would be subject to public consultation before Cabinet Member authorisation were sought for the submission of planning permission and listed building consent.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed this report, noting that if successful the recommended round 1 bid to the Heritage Lottery Fund will lever in additional funding for investment in a local heritage asset. There is scope within existing budgets to manage the associated match funding requirements for round 1, with any further match funding for subsequent stages of the project and any on-going costs associated with the subsequent upkeep of the site to be reflected in future iterations of the Council's Medium Term Financial Forecast as appropriate.

Legal

The Borough Solicitor confirms that under Article 7 of the Council's Constitution decisions on whether to bid for external funding which require a contribution from the Council are reserved to cabinet. There are no legal impediments to Cabinet authorising the submission of a bid to the Heritage Lottery Fund.

Infrastructure / Asset Management

There are no Corporate Property and Construction implications arising from the recommendation at this stage.

Comments from other relevant service areas

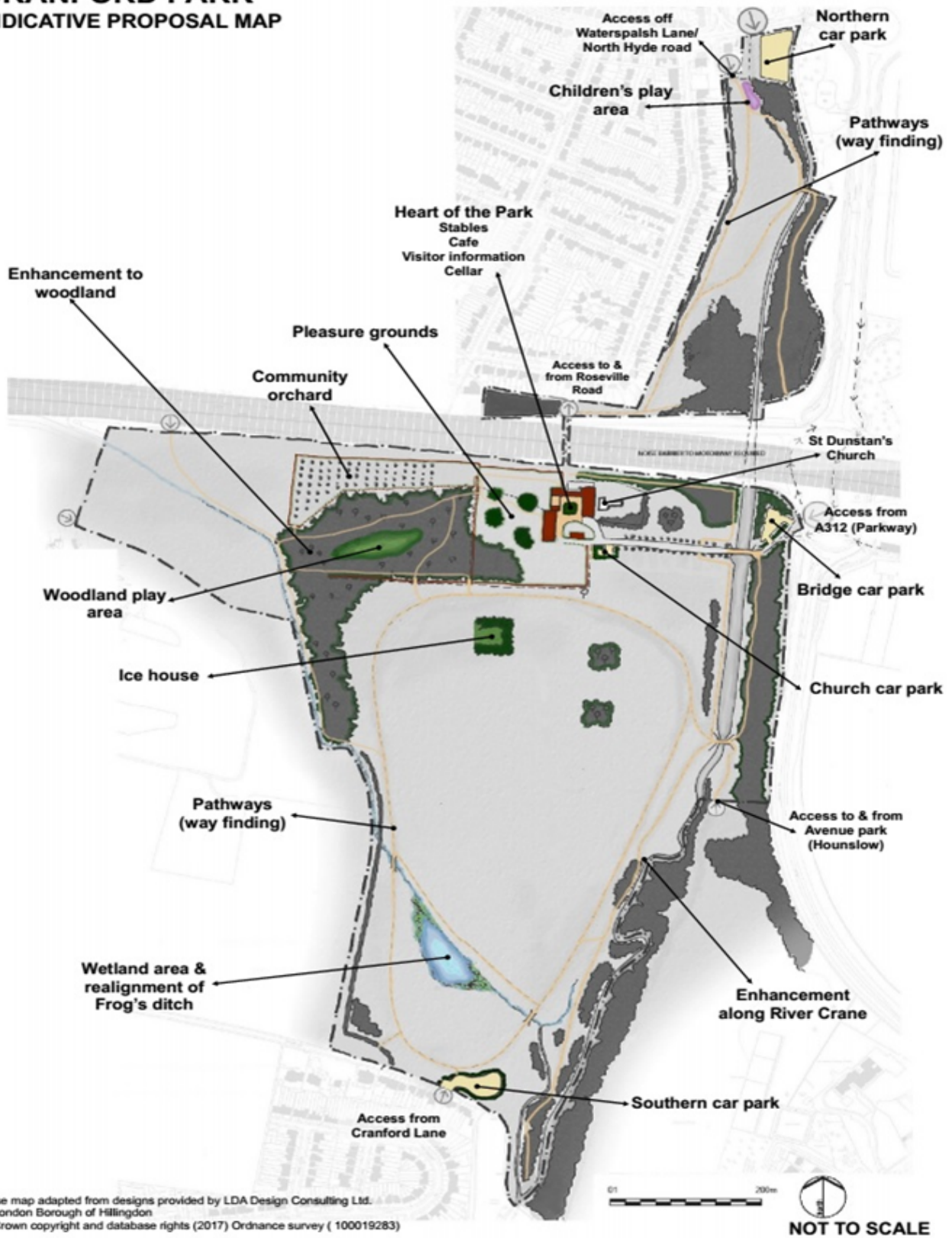
The Green Spaces team has been actively involved in the Bid process and supports the Bid to enable the park to be enhanced and the buildings to be brought back into good repair and community use. The wider park will also be developed as a historic landscape with enhancements to management and maintenance.

BACKGROUND PAPERS

Cranford Park Conservation and Feasibility Study

APPENDIX 1 - CRANFORD PARK - INDICATIVE PROPOSALS MAP

CRANFORD PARK INDICATIVE PROPOSAL MAP



APPENDIX 2 - PROJECTED COSTINGS AND INCOME

1. Development Stage - Costings

| Heading | Sub Total £ | Total |
|---|-------------|-------|
| Lead Consultant employing: Garden History expert Historic Buildings architect Quantity Surveyor Structural Engineer M&E Engineer (35% of total project fees, based on 15% capital costs, inc. Inflation) | £ 122,100 | |
| Supporting Documents by Project Manager/Officers/Friends/ with Consultancy support Public Consultations Activity Plan Conservation Plan Business Plan Management and Maintenance Plan | £ 17,500 | |
| Surveys Soil Testing Topo survey Condition and Structural surveys for cellars, stables, listed walls, ha-ha, Geophysical surveys Community Archaeology trials Bats/ecology | £ 59,500 | |
| Contingency on Fees/Survey Work @5% | £10,000 | |

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|---|---------|-----------------|
| Planning Apps/LB/Building Regs | £ 3,000 | |
| Project Manager - 2 yrs (18 hrs pw/£20 ph + on costs/exp.) | £54,000 | |
| Volunteer Time | £ 8,000 | |
| TOTAL | | £274,100 |

2. Development Phase - Income

| Heading | Sub-Total | |
|---------------------------|-----------|-----------------|
| LBH Contribution | £ 45,000 | |
| Volunteer Time | £8,000 | |
| HLF Contribution (80.66%) | £221,100 | |
| TOTAL | | £274,100 |

3. Delivery Phase - Estimated Costings

| Heading | Sub Total £ | Interim Total | Grand Totals |
|--|-------------|---------------|--------------|
| 1. Capital Costs | | | |
| a. Works | | | |
| Stables Cellars Listed walls and Ha-Ha Utilities | £558,000 | | |
| Restoration of wing, at single storey, with stair to 1 st floor of stables for cafe and toilets | £250,000 | | |
| Car Parks (1 redesigned, 1 resurfaced, 2 new, soft surface) | £164,000 | | |
| Cycle paths and Footpaths | £200,000 | | |
| 2 Play areas | £200,000 | | |
| Restoration of Pleasure Grounds and other landscape areas | £284,000 | | |
| Water Feature (flood mitigation) | £150,000 | | |
| Chinese Bridge | £60,000 | | |
| Interpretation & Signage | £72,000 | | |
| Security | £50,000 | | |

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|---|----------|------------|------------|
| Safety fencing | £7000 | | |
| TOTAL CAPITAL WORKS | | £1,995,000 | |
| | | | |
| b. Fees, etc. | | | |
| Project Manager - 18 months 18hrs pw @ £20 ph + on costs/exp | £40,500 | | |
| Professional Fees@15% (less fees at Development Stage) | £226,700 | | |
| Office IT equipment | £5,000 | | |
| TOTAL WORKS AND FEES | | | £2,267,200 |
| | | | |
| c. Activity Plan | | | |
| Site Manager - 5 yrs/fte SO1 with on-costs/pay rise/exp. | £200,000 | | |
| Horticultural Apprenticeship, with training through Capel Manor (2 yrs) | £53,000 | | |
| Community archaeology - 4 summer seasons with reports and talks | £95,000 | | |
| Volunteer travel and expenses | £10,000 | | |

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|---|---------------------|--|-------------------|
| Equipment and materials (inc tools) | £10,000 | | |
| TOTAL ACTIVITY PHASE | | | £368,000 |
| d. Other | | | |
| Publicity, promotion, evaluation (including sensor reports) | £4,000 | | |
| Contingency: 10% on capital works 7% on activity plan | £199,500 £12,000 | | |
| Inflation to 9.2021 @ 16.55% | £330,200 | | |
| Management & Maintenance 5 yrs@£11K p.a. | £55,000 | | |
| Volunteer Time 5 yrs@ £5K p.a. | £25,000 | | |
| TOTAL OTHER | | | £625,700 |
| GRAND TOTAL | | | £3,260,900 |

4 Delivery Phase - Potential Award and Possible Match funding sources

| Heading | Value | Total |
|----------------------|------------|------------|
| HLF Grant @ say £70% | £2,282,630 | £2,282,630 |

| | | |
|--|-------------|-------------------|
| Possible Match Funding From: | | £978,270 |
| RRFC (Flooding/Water Feature) (already awarded) | £150,000 | |
| TfL Cycle Paths (capital release required) | £150,000 | |
| S106/CIL (Hayes Hsing Zone) (likely to be achievable) | £400,000 | |
| Heritage of London Trust | £5,000 | |
| Volunteer labour (easily achievable) | £25,000 | |
| Horticultural Apprenticeship + Training | £53,000 | |
| Management/Maintenance Over 5 yrs (out of income) | £55,000 | |
| LBH Contribution * | c. £150,000 | |
| TOTAL INCOME | | £3,260,900 |

*NB Other income streams would be explored for match funding, including *potentially*, heritage compensation from Heathrow, as this is an 'eligible' site in the 'intermediate zone'. Other external funding would reduce the Council contribution.