

CRANFORD PARK PROJECT: DELIVERY STAGE

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, Project Manager of the Cranford Park Project
Papers with report	Appendix 1 - Costings and Funding Schedule Appendix 2 - Heritage Fund Stage 2 Award Offer Letter with Terms and Conditions Appendix 2 - Master Plan, Cranford Park

HEADLINES

Summary	The Round 2 Bid for the Cranford Park project has been successful and the National Lottery Heritage Fund has awarded the sum of £2,282,600 towards the delivery stage. This report seeks approval to accept this award on the basis of the proposed match funding package; to retain the previous consultants and to delegate all procurement decisions to the Leader and Deputy Leader of the Council, in consultation with the appropriate Corporate Directors.
Putting our Residents First	The project subject of this report supports the following Council objectives of: Our People; Our Natural Environment, Our Built Environment; Our Heritage and Civic Pride; Adult and Community Education opportunities Reduction of anti-social behaviour Strong financial management.
Financial Cost	The National Lottery Heritage Fund has awarded £2,282,600 towards the delivery phase of the Cranford Park project. The total project cost estimate is £3,474,100 with the remaining £1,191,500 to be funded through other sources as detailed in Appendix 1
Relevant Policy Overview Committee	Residents, Education and Environmental Services
Relevant Ward(s)	Heathrow Villages / Pinkwell

RECOMMENDATIONS

That the Cabinet:

- 1) **Welcomes and accepts the National Lottery Heritage Fund (Heritage Fund) award of £2,282,600, on the basis of the proposed match funding package, and authorises the delivery stage of the project, which will entail the restoration of the historic buildings, structures and landscapes, the provision of additional visitor facilities with volunteering and events programmes and the upgrading and interpreting of Cranford Park for educational, recreational and community purposes.**
- 2) **Authorises the Deputy Chief Executive & Corporate Director of Residents Services, in consultation with the Leader of the Council and Cabinet Member for Finance, Business & Property Services and Cabinet Member for Central Services, Culture and Heritage, to make any necessary decisions to retain the Design Team for the delivery phase, specifically Chris Blandford Associates up to a cumulative value of £265,000 and AOC Archaeology up to a cumulative value of £80,000;**
- 3) **To ensure efficient delivery of the project, agrees to delegate all necessary future decisions that would require Cabinet approval to the Leader of the Council and Cabinet Members for Finance, Business & Property Services and Central Services, Culture and Heritage, in consultation with the Deputy Chief Executive and Corporate Director of Residents Services.**

Reasons for recommendation

The Council has been successful in its Stage 2 Bid to the National Lottery Heritage Fund (Heritage Fund) for the project at Cranford Park. The award of £2,282,600 represents 66% of the total eligible project cost of £3,474,159 for works of restoration and improvement and a programme of community and educational activities at Cranford Park. The majority of the match funding would come from S.106 contributions and other external sources, with revenue costs covered by the income identified in the Business Plan. The proposals have been informed by specialist surveys and designed by consultants with considerable input from the Steering Group, comprising officers, councillors and members of the Friends Group. They have also been shaped by the results of a large public consultation and visitor surveys.

It is desirable to retain the Design Team of consultants and specialists for the delivery phase, with the required addition of an Evaluation Consultant, and, once the proposals have been fully detailed, the relevant contractors will need to be appointed to carry out the capital works and take on the new cafe, and recruitment will be needed for the Project Manager role and for officers to run the park and the programmes forming part of the approved works.

The project would enable the buildings and gardens to be transformed into a very valuable community and educational resource for residents from the local area and from all parts of the Borough.

Alternative options considered / risk management

The Cabinet could decide not to proceed with the project, in which case the work and expenditure invested in the Development Stage of the Project by the Council and local residents would have been to no avail and local expectations would be dashed.

Democratic compliance / previous authority

On 25th January 2018, Cabinet accepted the award of £221,100 from the Heritage Lottery Fund for the Cranford Park project and instructed officers to proceed with the Development Phase.

On 25th July 2018, the Leader of the Council and Cabinet Members (Cabinet Member for Finance, Property and Business Services and the Cabinet Member for Central Services, Culture and Heritage) authorised the appointment of a lead consultant (Chris Blandford Associates) for the Cranford Park Heritage Lottery Fund Project.

On 7th August 2018, the Leader of the Council and Cabinet Members authorised the appointment of an archaeological consultant (AOC Archaeology) for the Cranford Park Heritage Lottery Fund Project.

On 23rd April 2019, the Leader of the Council and Cabinet Members authorised the Public Consultation on the Concept Proposals for Cranford Park and the publication of the Conservation Plan on the Council's website.

On 17th July 2019, the Leader of the Council and Cabinet Members noted the outcome of the public consultation, agreed the progression to the detailed drawing stage and to the submission of planning/listed building consent applications and authorised the Chief Executive and Corporate Director of Residents Services, in consultation with the Cranford Park Steering Group [which includes the Cabinet Member for Finance, Property and Business Services] to agree the detailed drawings prior to submission of the applications.

On 20th February 2020, the Leader of the Council and Cabinet Members noted the development of the Cranford Park project and the proposed funding streams and authorised officers, in consultation with the Leader and Cabinet Member, to submit the Round 2 Bid to the National Lottery Heritage Fund on or before the deadline of 28 February 2020.

Policy Overview Committee comments

None at this stage.

SUPPORTING INFORMATION

Background

1. This large park is rich in history, natural biodiversity and potential. It is located just to the south of the canalside industrial zone in Hayes, the area of greatest housing growth in the Borough. The scale of the work needed to regenerate Cranford Park, with its listed buildings and historic landscapes, river, orchard, meadow and woodland, would require substantial external funding and it is for this reason that a Heritage Lottery Fund Round 1 Bid was sought in August 2017.

2. In December 2017, the Heritage Lottery Fund announced that the Bid had been successful and that an award had been made towards the development of the project for submission as a Round 2 Bid in February 2020.

3. During the Development Phase, building, topographical, archaeological, geophysical, arboricultural, ecological and condition surveys were undertaken. Also a Visitor Survey, Educational Survey, Visitor Observation Studies and a large public consultation took place, the latter comprising three well attended events, two library exhibitions and an online questionnaire. The Surveys and the Consultation on the Concept proposals demonstrated that there was overwhelming public support for the project and that many considered the park to have a great deal of potential.

4. The capital works were designed by the lead consultancy team, Chris Blandford Associates, in partnership with the Project Manager and Green Spaces officers, in liaison with the Cranford Park Friends and with the oversight of the Cranford Park Steering Group.

5. In summary, the proposals included: the repair and conversion of the listed Cellars, with a cafe and external seating area above, within the layout of the former Cranford House; the repair and conversion of the listed Stable block; the restoration of the historic driveway and Pleasure Gardens, with the relocation of the play area; the repair of the listed garden walls and ha-ha, with the reinstatement of the 'fruit wall' in the kitchen garden; accessibility enhancements to the courtyard with enhancements to St. Dunstan's subway; a circular cycling and walking trail; addition of play area and informal football pitch in the northern section; re-opening of views and access to the River Crane; improvements to the car park and all entrances; on-site interpretation; and the employment of a Site Manager and a Community Engagement Officer to build up the volunteering groups and activities required in fulfilment of the Heritage Fund's outcomes.

6. The Development Phase also involved the drawing up of an extensive Conservation Plan, which detailed the park's built and natural heritage and laid the foundations for the Interpretation Strategy and the Management and Maintenance Plan. Extensive research then informed the Business Plan and the Activity Plan, the latter involving the trialling of a number of activities and volunteering opportunities.

7. Planning Application and Listed Building Consent were granted on 20th February 2020 and the Round 2 Bid was submitted to the National Lottery Heritage Fund on 28th February 2020.

Terms and Conditions of the Grant

8. On 29th June 2020, the Parks Board of the Heritage Fund considered all the Bids submitted in the UK under their Parks for People programme and decided to award funding to the Cranford Park project. The award comprises a grant of up to £2,282,600, which is 66% of the total eligible project cost of £3,474,100.

9. The award offer letter, with the terms and conditions, is attached (Appendix 2). The salient points are set out below:

- The project delivery must accord with the proposals (known as the *approved purposes*), set out in the Stage 2 Application, listed in the attached Award letter and summarised in Paragraph 11 below;
- A Heritage Fund Monitor will be appointed to monitor the project management of the delivery phase against the approved purposes and standard terms and conditions, carrying out review meetings and providing support in project management and inclusion and community engagement.
- If there is an underspend on the delivery phase, the Heritage Fund will reduce the final grant payable *pro rata*.
- The delivery phase can only be started after Permission to Start is given. However a start must be made before 2nd January 2021. The list of Approved Purposes must be completed by 31st December 2025.
- The standard terms of grant and the additional grant conditions (if any) will last for 20 years from the Project Completion Date.
- The project must be publicised in accordance with the Heritage Fund media guidelines.

Approved Purposes

11. The Stage 2 Application, which forms the 'Approved Purposes', includes:

- Capital works to the buildings and gardens, listed in the Award letter and illustrated in the Master Plan (Appendix 3 attached);
- Employment of a full-time Site Manager and a full-time Community Engagement Officer;
- Delivery of the Activity Plan, including engagement of under-represented target groups including local families, BAME local residents, formal education groups, informal interest groups and heritage interest visitors;
- Improved interpretation of the Park through site maps, information boards, trails, education packs/material, exhibitions and a video explaining the Park's heritage.

Permission to Start:

12. As part of the formal 'Permission to Start' process, the Council's acceptance of the Award is required.

Retention of Consultants

13. Once Permission to Start has been authorised, it will be necessary to retain the services of the previous consultancy teams, in order to expedite the discharging of the planning and listed building conditions, Bat Licence and detailed drawings for the tender contract.

14. The lead consultants were Chris Blandford Associates (landscape architects). Their team included Thomas Ford and Partners (Architects), William Dick and Partners (Quantity Surveyors), the Morton Partnership (Conservation Engineers) and Eng Design (M and E Engineers). Other consultants employed were AOC Archaeology Ltd (Archaeology), and Middlemarch Environmental Ltd. (Ecology).

15. Chris Blandford Associates and AOC Archaeology tendered originally for both the Development and Delivery Phases, to ensure consistency if the project were to be successful. Middlemarch Environmental won the lowest quote for their ecology specialism.

16. The Development Stage was completed on time and 12% under budget. The Heritage Fund awarded the project the full amount sought.

17. Given the success of the project at the Development Stage and the importance of continuity, it is considered very advantageous to retain the services of the former consultants for the Delivery Stage.

Contractors

18. The Round 2 Bid included, *inter alia*, a Master Plan, with detailed costings and cash flow projections and a project timetable.

19. The consultant architect and landscape architect will be instructed to develop the scheme to RIBA Stage 4 to provide the drawings needed for the discharge of the planning conditions and for the tender documents. The Council's Procurement Officer will manage the tender process for the main contractors for the capital works, and also for the smaller contract for the Evaluation and Monitoring Consultant and the licence for the catering operator to run the café. A project manager will be employed prior to, and for the duration of, the works on site, with the oversight of the project Steering Group.

20. Due to the short time frames and the complexity of the project, it would be very advantageous if all necessary procurement decisions for this project, ordinarily reserved to the Cabinet are delegated to the Leader of the Council and Cabinet Member for Finance, Property & Business Services, in consultation with the Deputy Chief Executive and Corporate Director of Residents Services.

Financial Implications

21. Following recent confirmation from the National Lottery Heritage Fund of the Round 2 Bid submitted in February 2020, this report is seeking authorisation to accept the award of £2,282,600 from the National Lottery Heritage Fund to contribute to the delivery phase of the Cranford Park project. The total project cost estimate is £3,474,100 with the remaining £1,191,500 to be funded through other sources as detailed in Appendix 1.

22. The remaining funding includes £635,500 from other external sources and £556,000 from existing council resources and the use of volunteers. The capital element of the project is broadly in line with MTFF budget assumptions included in the overall capital programme budget approved by Cabinet in February 2020, and the revenue element is expected to be managed through the NLHF grant and existing revenue budgets. Other external funding opportunities will be maximised where appropriate.

23. The recommendations also seek approval for future decisions relating to the Design Team during the delivery phase to be delegated to the Deputy Chief Executive & Corporate Director of Residents Services, in consultation with Cabinet Members. It is proposed to retain the previously appointed design consultants Chris Blandford Associates during the delivery phase up to a cumulative value of £265,000 from the capital element of the budget, and AOC Archaeology up to a cumulative value of £80,000.

24. The recommendations also seek approval to delegate all necessary procurement decisions for this project that are ordinarily reserved to the Cabinet to the Leader of the Council and Cabinet Member for Finance, Property & Business Services, in consultation with the Deputy Chief Executive and Corporate Director of Residents Services, to ensure swift project delivery. Approval to commit capital expenditure during the delivery phase, covering external professional fees, project management fees, the main contractor following tenders and other items, will be sought via the normal capital release governance process.

RESIDENT BENEFIT & CONSULTATION

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

The proposals contained in the Cranford Park project would be of considerable benefit to those living in neighbouring parts of the Borough, where there is generally a shortage of good quality public open space. The public consultation, which took place in April and May 2019 and comprised events, exhibitions and an online questionnaire, resulted in a total of 289 responses. These were overwhelmingly in favour and there is a great appetite amongst the community to restore this much loved historic park and its buildings, and a keenness to see its appearance improved, the provision of much needed community facilities and an interesting programme of family events and volunteering opportunities.

The Cranford Park Steering Group has been closely involved with the project and their views have been sought and taken into account throughout the development phase. They are fully supportive of the proposals. The Secretary of the Cranford Park Friends wrote a very positive letter to the Heritage Fund in support of the project.

Consultation carried out or required

The proposals were subject to a public consultation, visitor survey and an education survey. The overwhelmingly positive results were reported in a Cabinet Member Report of July 2019.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed this report and concurs with the financial implications set out above, noting the recommendation to accept National Lottery Heritage Fund award of £2,283k as well as retaining the design team for the delivery phase, namely Chris Blandford Associates and AOC Archaeology.

The cumulative value of the delivery phase is up to £265k with Chris Blandford Associates, with a further £80k with AOC Archaeology Ltd. Corporate Finance note that the contract price can be met from existing budgets within the agreed Capital Programme and ICT service area.

Legal

The Borough Solicitor confirms that the proposed delegation of procurement decisions complies with the Council's Procurement & Contract Standing Orders. There are no legal impediments to Cabinet agreeing the recommendations set out in the report.

Infrastructure / Asset Management

Infrastructure / Asset management comments are included within the body of the report. There are no property implications arising from the recommendations at this stage, however, there may be a need to enter into lease arrangements at a later date, for example, in respect of the proposed cafe.

Green Spaces

The Green Spaces Team has been involved throughout the process and are fully supportive of the proposals. The project will bring a range of benefits to residents of the Borough, enhancing facilities at this, award winning, historic parkland site.

BACKGROUND PAPERS

NIL