

## Levelling Up Fund Application Form

This form is for bidding entities, applying for funding from the Levelling Up Fund (LUF) across the UK. Prior to completing the application form, applicants should read the [LUF Technical Note](#).

The Levelling Up Fund Prospectus is available [here](#).

The level of detail you provide in the Application Form should be in proportion to the amount of funding that you are requesting. For example, bids for more than £10m should provide considerably more information than bids for less than £10m.

Specifically, for larger transport projects requesting between £20m and £50m, bidding entities may submit the Application Form or if available an Outline Business Case (OBC) or Full Business Case (FBC). Further detail on requirements for larger transport projects is provided in the [Technical Note](#).

One application form should be completed per bid.

### **Applicant & Bid Information**

**Local authority name / Applicant name(s)\*:** Royal Borough of Greenwich

*\*If the bid is a joint bid, please enter the names of all participating local authorities / organisations and specify the [lead](#) authority*

**Bid Manager Name and position:** Daniel Stanesby, Assistant Director Capital Projects and Property Maintenance

*Name and position of officer with day-to-day responsibility for delivering the proposed scheme.*

**Contact telephone number:** [REDACTED] **Email address:**  
daniel.stanesby@royalgreenwich.gov.uk

**Postal address:** 5th Floor, The Woolwich Centre, 35 Wellington Street,  
London SE18 6HQ

**Nominated Local Authority Single Point of Contact:** Daniel Stanesby

**Senior Responsible Officer contact details:** Pippa Hack /  
pippa.hack@royalgreenwich.gov.uk

**Chief Finance Officer contact details:** Damon Cook /  
damon.cook@royalgreenwich.gov.uk

**Country:**

- ☒ England  
☐ Scotland  
☐ Wales  
☐ Northern Ireland

Please provide the name of any consultancy companies involved in the preparation of the bid:

Rider Levett Bucknall UK Limited

For bids from **Northern Ireland applicants** please confirm type of organisation

- |   |   |
|---|---|
| <input type="checkbox"/> Northern Ireland Executive | <input type="checkbox"/> Third Sector   |
| <input type="checkbox"/> Public Sector Body         | <input type="checkbox"/> Private Sector |
| <input type="checkbox"/> District Council           | <b>Other (please state)</b>             |

## PART 1 GATEWAY CRITERIA

Failure to meet the criteria below will result in an application not being taken forward in this funding round

### 1a Gateway Criteria for **all** bids

Please tick the box to confirm that your bid includes plans for some LUF expenditure in 2021-22

*Please ensure that you evidenced this in the financial case / profile.*

☒ Yes

☐ No

### 1b Gateway Criteria for private and third sector organisations in **Northern Ireland bids only**

(i) Please confirm that you have attached last two years of audited accounts.

☐ Yes

☐ No

(ii) **Northern Ireland bids only** Please provide evidence of the delivery team having experience of delivering two capital projects of similar size and scale in the last five years. (Limit 250 words)



## PART 2 EQUALITY AND DIVERSITY ANALYSIS

2a Please describe how equalities impacts of your proposal have been considered, the relevant affected groups based on protected characteristics, and any measures you propose to implement in response to these impacts. (500 words)

Bringing new visitors to the Avery Hill Winter Garden and broadening its appeal to the diverse communities of Royal Greenwich and beyond is central to our vision for the building's future.

Demographic information from a public survey regarding future use of the winter garden shows that respondents were overwhelmingly white British heterosexual Christians, with monitoring information from the Sparkle in the Park event mirroring this trend. While this data is not a robust evaluation of usage of the building and Avery Hill Park in general, anecdotally it is an indication of a lack of diversity in visitors to the garden.

Currently there are no activities in the winter garden – when it is open, visitors can simply stroll around it, but as noted already, the building itself is in a state of disrepair and the planting is tired and unkempt. While it is brimming with potential and its remaining architectural appeal is impressive at first sight, on closer inspection there is not much left to draw in visitors or motivate them to make return visits.

Our plan to bring new life into the building includes significant consultation with local communities to understand how they would like to use the building and what activities would attract them to become regular visitors. This information will be used to shape the future of the winter garden so that it becomes a valuable resource not just through its innate historical importance but through the experiences and opportunities it provides on a daily basis.

The restoration of the building also provides the opportunity to make it truly accessible. Currently access from the car park to the main entrance and the main entrance itself are not DDA compliant. Planned works to widen barriers, create wheelchair access, install braille paving, introduce description and information signage for planting, and add accessible toilets will ensure that everyone can enjoy this much-loved local asset.

Equality will be considered in every part of the design of the building and developing its future use. We are confident that by working with our communities we can create a venue that welcomes a broad demographic representing all the protected characteristics – and to ensure this happens targets will be included in KPIs as part of the agreement with the organisation commissioned to run the venue on behalf of the Council.



When authorities submit a bid for funding to the UKG, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within five working days of the announcement of successful bids by UKG. UKG reserves the right to deem the bid as non-compliant if this is not adhered to.

Please specify the weblink where this bid will be published:

[www.royalgreenwich.gov.uk/LUFbid](http://www.royalgreenwich.gov.uk/LUFbid)

### PART 3 BID SUMMARY

3a Please specify the type of bid you are submitting	<input checked="" type="checkbox"/> Single Bid (one project)  <input type="checkbox"/> Package Bid (up to 3 multiple complimentary projects)	
3b Please provide an overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component elements are aligned with each other and represent a coherent set of interventions (Limit 500 words).		
<p>This cultural bid is for a project that focuses on the grade II listed Winter Garden at Avery Hill in Eltham. This is a unique and exceptional glasshouse structure second only in size to the Temperate House at Kew and it has played an important role as part of the public and private legacy of Colonel John Thomas North (1841 — 1896). Being the best surviving conservatory in South London, the Winter Garden has been a landmark in Eltham for over 100 years. It has an important role in the local history of the area and has historically been a source of civic pride and a focus for community cohesion.</p> <p>The project aims to restore, improve, re-purpose and conserve the Winter Garden to transform it into a vibrant historical venue that will provide opportunities for cultural events and activities.</p> <p>The primary elements of the project encompass the following:</p> <ul style="list-style-type: none"> <li>• Renovation of the glass house buildings</li> <li>• Renovation of the ornate pond conservatory</li> <li>• Re-purposing of the fernery building to create a large venue space</li> <li>• Expansion of the building to provide facilities required to support use as a venue</li> <li>• Replanting and landscaping of the Winter Garden</li> </ul>		
3c Please set out the value of capital grant being requested from UK Government (UKG) (£). This should align with the financial case:	£4,743,974	
3d Please specify the proportion of funding requested for each of the Fund's three investment themes	Regeneration and town centre	% Zero
	Cultural	% 100
	Transport	% Zero



## PART 4 STRATEGIC FIT

### 4.1 Member of Parliament Endorsement (GB Only)

See technical note section 5 for Role of MP in bidding and Table 1 for further guidance.

4.1a Have any MPs formally endorsed this bid? If so confirm name and constituency. Please ensure you have attached the MP's endorsement letter.	<input checked="checked" type="checkbox"/> Yes  <input type="checkbox"/> No
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Clive Efford, Labour MP for Eltham

### 4.2 Stakeholder Engagement and Support

See technical note Table 1 for further guidance.

4.2a Describe what engagement you have undertaken with local stakeholders and the community (communities, civic society, private sector and local businesses) to inform your bid and what support you have from them. (Limit 500 words)

The Avery Hill Winter Garden is a much-loved community asset to the extent that its falling into disrepair and impending sale prompted the formation of a Save Avery Hill Winter Garden and Mansion campaign group. Their Facebook page ([www.facebook.com/SaveAveryHillWinterGardens](https://www.facebook.com/SaveAveryHillWinterGardens)) has nearly 3,000 likes and includes films of their public meetings which have attracted up to 150 people in the past. A petition to save the winter garden and mansion collected 3,800 signatures and included support from groups such as the Friends of Avery Hill Park and the Eltham Society.

The Council is in regular contact with the chairs of the Friends of Avery Hill Park group and the Parks Forum who spearhead the campaign and have a shared vision to restore and revive the winter garden.

We have also conducted our own engagement activity to gain high-level insight into residents' thoughts about the future of the building. Initially conducted in summer 2019, the Council attended the summer fair in Avery Hill Park, providing planting and drawing activities for children while encouraging adults to complete a short survey. The online survey was also promoted through Council communications channels to reach a wider audience and remained open for a month. The survey was reopened in winter 2020 during the Council's Sparkle in the Park event (a seven-night Christmas lights trail in Avery Hill Park) and remained open for two-weeks.

We had over 900 respondents in total, the majority of whom were in clear support of restoring and reviving the winter garden. Over all, people were keen to retain the building as a temperate house but wanted to see more activities and events programming. The majority also acknowledged the need for commercial streams in order to maintain the running costs while keeping community use and access as low



cost as possible. As such, exhibitions, seasonal events (ice-skating, summer fairs) and onsite café/restaurants were all suggested as a way of generating revenue.

Central to our plan to restore the winter garden is the need to consult further with communities and stakeholders to understand how and when they want to use the building and to fully understand its potential impact. It is clear that we have the full support of local people to improve the building, but its future operation needs to be looked into in more detail and we are currently commissioning a consultant to carry out engagement work with relevant parties. This work will include setting out viable business scenarios to create a sustainable venue that also meets community needs and understand where compromise is needed to ensure success.

4.2b Are any aspects of your proposal controversial or not supported by the whole community? Please provide a brief summary, including any campaigns or particular groups in support or opposition? (Limit 250 words)

No aspects are controversial.

There is huge support from the Friends of Avery Hill group who have been campaigning with the aim to protect the Winter Garden and keep it available, open to the public and to enhance its use for other purposes that will support the community, local area and create an attraction of national interest.

<https://www.averyhillpark.org.uk/saveaveryhill.html>

4.2c Where the bidding local authority does not have the statutory responsibility for the delivery of projects, have you appended a letter from the responsible authority or body confirming their support?

☐ Yes

☐ No

☒ N/A

For Northern Ireland transport bids, have you appended a letter of support from the relevant district council

☐ Yes

☐ No

☐ N/A

## 4.3 The Case for Investment

See technical note Table 1 for further guidance.

4.3a Please provide evidence of the local challenges/barriers to growth and context that the bid is seeking to respond to. (Limit 500 words)

The area of the Royal Borough of Greenwich (the Council) is faced with three key barriers and challenges to growth. This bid is aiming to help address each of these:

1. Education
2. Cost of maintaining cultural assets
3. Ensuring Eltham Town Centre adapts and diversifies its offer

### Education

Like much of London, the Council is facing a challenge to continue to provide sufficient school places in the borough. Primary school aged residents increased by 14% in the five years to 2017/18. That impact is now being seen in the population of Secondary school age children<sup>1</sup>. The Greater London Authority forecasts show a continuing rise in the population of young people, the fastest growth being in the secondary school age range which is predicted to rise by nearly 15% from 2017/18 to 2022/23<sup>2</sup>.

At present, 6.6% of the working age population in Greenwich has no educational qualifications, significantly higher than neighbouring boroughs of Lewisham (4%) and Southwark (5.4%)<sup>3</sup>. This will have a number of knock-on effects, including that as housing demand continues to grow in the area (house-price growth is forecast at 11% over the next 5 years<sup>4</sup>), a lack of education and therefore lower lifetime earnings will exacerbate the issue of the local population being priced out of the property market.

Investment in the Winter Garden supports and ensures longevity of the DfE investment into the attached mansion house for conversion into a secondary school.

### Budgetary Pressures

Reductions in the funding received from Central Government by the Council continues to impact the ability of the Council to deliver services. As a result of the changes to Government funding, the Council is facing an estimated £150m of pressure on it's budgets, equal to over £1,000 per household<sup>5</sup>.

As a result of this, Local Authorities need to look to raise alternative sources of income to be able to maintain service delivery. This is particularly the case where heritage and cultural assets are concerned, as these have the potential to carry significant, long-term cost.

<sup>1</sup> School Place Planning and Capital Programme 2018/19 – 2020/21, Royal Borough of Greenwich

<sup>2</sup> ibid

<sup>3</sup> [Qualifications by London borough | Trust for London](#)

<sup>4</sup> [Living in London | Borough by Borough 2020 | CBRE Residential](#)

<sup>5</sup> [Have your say on the Council's budget for 2021/22 | Royal Borough of Greenwich \(royalgreenwich.gov.uk\)](#)



### **Eltham High-Street**

Eltham High-Street remains one of the central shopping and community areas in the Borough, however like many high-streets across the Country it is facing an uncertain future due to reduced footfall and the COVID pandemic.

The high-street is central to local employment. In Greenwich, 89.8% of all employment is in the service sectors of the economy, and the Borough is more reliant on the public sector for employment than the UK average<sup>6</sup>.

The Eltham high-street is central to the local community, with the local leisure centre being located on it, as well as community focal points such as the cinema. The Avery Hill site is located just to the north of this and is a natural extension through the park.



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<sup>6</sup> [Employment by Industry, Borough - London Datastore](#)



4.3b Explain why Government investment is needed (what is the market failure)? (Limit 250 words)

The Winter Garden site is part of a wider estate at Avery Hill, and is structurally connected to the majority of the other buildings.

The University of Greenwich (current owner of the site) has, over a number of years, sought a buyer for the site as it is surplus to their requirements. No buyer was found in the private sector.

The Department for Education has since agreed to purchase the site, excluding the Winter Garden, for conversion into a secondary academy school.

Due to its age and historic lack of investment, the condition of the building requires substantial investment to achieve the desired outcomes, and the funding identified to date for the project is not sufficient.

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
<b>Funding Application</b>	<b>4,743,974</b>

The Winter Garden is a Grade II listed property, and subject to an Asset of Community Value designation. It is also subject to covenants which require it to be open to the public. These recognise that the asset is of significant importance to the local community, and must be maintained.

The sale proceeds of the Mansion House are being re-invested in education by the University, therefore further funds via this route are not possible.

Securing the government investment would enable us to restore, conserve and improve the Winter Garden providing a multi faceted and sustainable cultural and heritage attraction for the good of the whole community and the nation.

4.3c Please set out a clear explanation on what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers with evidence to support that explanation. As part of this, we would expect to understand the rationale for the location. (Limit 500 words)

### **Proposal for investment**

The aim of this project is to restore the building, retaining this important piece of local history and culture and to create a new venue that is sustainable and long lasting for all to enjoy. The investment would be targeted at the following interventions:

1. Development of a business plan for the site to enable long-term revenue generation (identified as FY2021/22 spending)
2. Renovation of the glass house buildings
3. Renovation of the ornate pond conservatory
4. Re-purposing of the fernery building to create a large venue space
5. Expansion of the building to provide facilities required to support use as a venue. These include alterations to the walls to transform them into removable walls which will facilitate wider use in future
6. Replanting and landscaping of the Winter Garden



### **Addressing the local challenges and barriers**

This investment will have to target each of the local barriers and challenges:

1. **Education:** The investment in the renovation of the site, but also in securing it's long-term future, will ensure the quality of the wider site given it's transformation into a school. The rear of the site opens up onto a park which is expected to be widely used by school children, and therefore the long-term safety of the building is vital. This is also the case given the structural connections to the school.  
In addition, the site is expected to form part of the long-term education on the site. This will be done through engaging with the history of the building and the replanting of the Winter Garden to allow for an educational role, as well as the ability for the site to be integrated into the wider school site as part of the Open London project.
2. **Budgetary pressures:** At present, cultural assets can have a significant draw on Council finances, and a failure to invest in the Winter Garden to provide a long-term revenue stream would exacerbate this. This represents a unique opportunity to transform a significant cultural asset from being a draw on Council resources to be a net contributor.



3. **Eltham High-Street:** With the Winter Garden, and associated park forming a natural extension to the high-street – a role that is likely to only grow with the inclusion of a school on the site and therefore increased footfall – there is a unique opportunity to drive increased footfall to the high-street. This will help in the stability of local employment, and the facilities available to the public. This is expected to directly reduce the commercial vacancy rate and dwelling vacancy rate along the high-street in perpetuity. At present, over 20% of commercial properties in the borough are un-occupied<sup>7</sup>.

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<sup>7</sup> Why Thawk Data Analysis (<https://whythawk.com/downloads/2021-02-16-all-authorities.csv>)



4.3d For Transport Bids: Have you provided an Option Assessment Report (OAR)

☐ Yes

☐ No

Not applicable.

4.3e Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions. This should be demonstrated through a well-evidenced *Theory of Change*. Further guidance on producing a Theory of Change can be found within HM Treasury's Magenta Book (page 24, section 2.2.1) and MHCLG's appraisal guidance. (Limit 500 words)

The Council has commissioned advice from specialist consultancy RLB to understand the cost of restoration of the Winter Garden (the Condition Survey), as well as the cost of the change of use (the Feasibility Study). These two reports provide evidence as to the inputs required in order to achieve the outputs, outcomes, and impacts of the investment.

The funding application will enable an intervention that will move the Winter Garden on from purely a restoration programme into an asset at the heart of the community. This will help to ensure it is a sustainable asset into the future, revenue generating, and enable wider benefits in the society. These include increased economic growth, increased visitors to our cultural assets, and improved health through more use of our parks.

Reflecting this, the Council have prepared a Theory of Change which defines how the investment will flow through the local community and economy to create real change.

### The Theory of Change

Intervention	Inputs	Outputs	Outcomes	Impacts	Indicators
<b>Intervention 1: Restoration of the Winter Garden</b>	Capital investment	Structurally sound Winter Garden <sup>8</sup>	Enhanced townscape	Improved economic growth through greater footfall in the nearby high-street	Footfall rates on Eltham high-street  Increased GDP growth rate in Greenwich  Land value uplift
			Greater footfall in the park and surrounding areas	Improved health through greater use of the park and community assets	Number of visitors to the park  Reduced rates of obesity in Greenwich
			Increased visitors to cultural asset		Number of visitors
			Access for the public and school		Number of visitors
<b>Intervention 2: Development of a venue-based business model for the site</b>	Development of a suitable business plan  Capital investment	A commercially viable venue space <sup>9</sup>	Sustainable revenue stream	No requirement for the Council to utilise their budget to fund the site	No Council subsidy
				Improved economic growth	Increased GDP growth rate in Greenwich

This theory of change will be further developed through the Business Planning activity that the Council is expecting to undertake. The cost of this exercise will be undertaken using Levelling Up Funding investment in the 2021/22 period.

<sup>8</sup> Avery Hill Condition Survey, June 2021

<sup>9</sup> Avery Hill Feasibility Study Costings, June 2021



#### 4.4 Alignment with the local and national context

**See technical note Table 1 for further guidance.**

4.4a Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, local economic strategies or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up. (Limit 500 words)

The vision of the Council's Local Plan states that, "Royal Greenwich's open spaces ranging from Greenwich Park in the north west to Avery Hill Park in the south east and the South East London Green Chain network will continue to make a significant contribution to biodiversity and the quality of life in Royal Greenwich" and goes on to commit to "continued protection and improvement of Royal Greenwich's large and small open spaces".

Additionally, it describes how, by 2028, "Royal Greenwich's rich historic heritage ranging from the well-known Maritime Greenwich World Heritage Site to the 20 diverse conservation areas will have been protected and enhanced, and will also have helped contribute to the regeneration of Royal Greenwich."

As an integral part of Avery Hill Park and a significant historic structure, restoration and revival of the Winter Garden completely aligns with the ambitions of the Local Plan. Additionally, the potential for opportunities around employment, skills building and training, and the potential for the venue to become a successful business with a strong local supply chain means it will contribute to the prosperity of Royal Greenwich as a borough.

This is reiterated in the goals of the Council's corporate plan. 'Economic prosperity for all' reflects the Council's ambition that all residents and businesses have the tools and development opportunities to thrive financially in the borough.

Also in the plan, 'A great place to grow up' and 'a great place to be' detail the ambition that all children, young people and adults have easy access to a wealth of opportunities that make their experience of growing and staying in Royal Greenwich a high quality one. As a unique building with myriad potential opportunities, the winter garden will make a contribution to these goals which is unlike any other.

'A healthier Greenwich' is the Council's ambition to improve the wellbeing of residents. The winter garden has the potential to contribute to the mental health of residents through its stimulating activities, the ability to join with others to combat loneliness and simply by being an oasis of calm for people to enjoy.

The Council continues to deliver a sustained programme of investment in the Eltham area. The restoration of the winter garden will complement schemes that have seen millions spent on projects such as the regeneration of the high street (see 4.3a); new council homes under construction as part of Greenwich Builds; and a £1 million improvement programme for the borough's parks. In particular, the DfE has invested around £20 million in the development of a new school in the mansion house building which joins the winter garden. Without investment in the winter garden structure, the school is at risk of having a derelict building on its site, significantly undermining the financial commitment of the DfE. Providing school places is also one of the key barriers to growth in the borough (see 4.3a) .



4.4b Explain how the bid aligns to and supports the UK Government policy objectives, legal and statutory commitments, such as delivering Net Zero carbon emissions and improving air quality. Bids for transport projects in particular should clearly explain their carbon benefits. (Limit 250 words)

Royal Borough of Greenwich has adopted a policy of net carbon for all of its buildings by 2030 and the proposed refurbishment of the Winter Garden will include a new ground source heat pump, utilising the space within the adjacent park to deliver a low carbon heating solution, harvested rainwater to provide water for the exotic gardens and toilets, point of use electric water heaters and electric hand dryers for the staff and customer toilets.

Solar PV on the actual listed building is considered to be unlikely to achieve planning consent, but by utilising other Council buildings in the park adjacent to the Winter Garden and delivering an integrated energy plan across the Council portfolio in this park, solar PV can be introduced to prove electricity from sunlight.

It is intended that the Winter Garden refurbishment becomes an exemplar project within Greenwich to showcase technologies to reduce carbon emissions on our listed buildings. The existing café building within the park is connected to a ground source heat pump and the changing rooms are in the process of being converted to run on an air source heat pump. The winter garden will join a portfolio of low carbon heated buildings within the Avery Hill Park and having an integrated approach the Council will seek to further reduce carbon emissions from the public buildings in this area.

4.4c Where applicable explain how the bid complements / or aligns to and supports other investments from different funding streams. (Limit 250 words)

The refurbishment of the Winter Garden will complement the on-going capital investment by the Royal Borough of Greenwich in its parks and open spaces. To date, over £1.6m has been allocated for 2021/22 as well as the zero carbon investment in the parks buildings, with £300,000 allocated in 2021/22 with the changing room complex at Avery Hill included in the priority projects.

This project supports the diversification of nearby Eltham High Street where the council recently (2020) completed the construction of the cinema complex providing a state of the art cinema along with Nando and Pizza Express restaurants with a 'sky bar' is currently being fitted out. Significant education investment in the local area includes the Crown Woods School buildings and the proposed Academy construction by the DfE on the adjacent mansion house site.

4.4d Please explain how the bid aligns to and supports the Government's expectation that all local road projects will deliver or improve cycling and walking infrastructure and include bus priority measures (unless it can be shown that there is little or no need to do so). Cycling elements of proposals should follow the Government's cycling design guidance which sets out the standards required. (Limit 250 words)

This site sits within the Avery Hill Park and is well served by buses, routes 132, 162, 286, B13 and B15 all service the park.

Nearest national rail stations are Falconwood and New Eltham, which are both within 15minutes walking distance and offer services from London mainline stations (Victoria, Charring Cross, Canon Street and London Bridge) and from Dartford and Bexlyheath.

The refurbished Winter Garden will include safe, secure, cycle storage, both for staff and visitors. Recent cycle lane improvements through Eltham High Street will aid cycle access to this site.

The Winter Garden offers visitors the opportunity to enjoy a gentle stroll around a temperate exotic garden and when refurbished will drive increased visitor numbers both the Winter Garden and the public park, all of whom will be encouraged to arrive by public transport, cycle or on foot.

Replacement and refurbishment of the paths in and around the Winter Garden and the park will encourage members of the public to walk and new improved signage and a web page on the Greenwich website will encourage visitors highlighting public transport and cycle access routes.



## PART 5 VALUE FOR MONEY

### 5.1 Appropriateness of data sources and evidence

See technical note Annex B and Table 1 for further guidance.

All costs and benefits must be compliant or in line with HMT's Green Book, DfT Transport Analysis Guidance and MHCLG Appraisal Guidance.

5.1a Please use up to date evidence to demonstrate the scale and significance of local problems and issues. (Limit 250 words)

With the Department for Education purchasing the adjoining estate, there is an urgent need to restore the Winter Garden to a suitable condition. As such the Council has commissioned a Condition Survey for the site.

#### Condition of the site

The Condition Survey has indicated a need for significant immediate work to be undertaken, including spend that must be incurred within 0-1 years (priority 1 works).

The condition survey for the site indicates that in order to restore the site to a suitable condition, the cost is expected to be £3.3m. This represents work that is required to be undertaken purely for the structure to be safe and usable. Additional work to the site is required, as per the Feasibility Study.

Item	Details of Work	Total Cost	Priority			
			0-1 Years	2 Years	3-5 Years	N/A
1.1	Building & Fabric	£	1	2	3	4
1.1.1	Roof Repairs	£594,935.60	£594,935.60			
1.1.2	Roof Timber Details	£41,700.40	£41,700.40			
1.1.3	Rainwater Goods	£49,179.42	£40,936.00	£7,865.00	£378.42	
1.1.4	External Walls	£89,203.24	£30,422.00	£26,059.04	£32,054.40	£667.80
1.1.5	External Decorations	£40,646.76		£39,311.16	£1,335.60	
1.1.6	Windows	£110,498.64		£110,498.64		
1.1.7	Doors	£10,833.20		£8,458.80	£2,374.40	
1.1.8	Internal Floors	£12,020.40	£5,342.40	£6,678.00		
1.1.9	Internal Walls	£56,498.85		£56,498.85		
1.1.10	Frame and Structure	£39,771.20		£39,771.20		

1.1.11	Joinery and Metalwork	£40,677.50		£29,399.10	£10,759.00	£519.40
1.1.12	Internal Decorations	£18,698.40		£18,698.40		
1.1.13	Lightning Protection	£8,162.00		£8,162.00		
1.1.14	Vermine Infestation	£5,194.00	£5,194.00			
<b>1.2</b>	<b>M&amp;E Services</b>	<b>£</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1.2.1	Mechanical Service	£318,000.00		£318,000.00		
1.2.2	Electrical Services	£181,260.00		£181,260.00		
<b>1.3</b>	<b>Sub Total</b>	<b>£1,617,279.61</b>	<b>£718,530.40</b>	<b>£850,660.19</b>	<b>£46,901.82</b>	<b>£1,187.20</b>
<b>1.4</b>	<b>Project Costs</b>					
1.4.1	Asbestos Removal @ 7.5%	£121,295.97				
1.4.2	Access/ Scaffolding @ 20%	£323,455.92				
1.4.3	Preliminaries/ OH&Ps @20%	£412,406.30				
1.4.4	Contingency @ 30%	£521,572.67				
1.4.5	Professional Fees @ 20%	£323,455.92				
<b>1.5</b>	<b>Grand Total</b>	<b>£3,319,466.40</b>				

### Council budget

At the same time, the Council is unable to afford the capital investment to support the restoration of the site, nor an ongoing commitment to maintaining the site.

As the restoration is being undertaken, and the Council is unable to afford a commitment to ongoing maintenance, it is necessary to transform the site in order to allow for revenue generation and secure its long-term future. A Feasibility Study

<sup>10</sup> [Council tax bills 2021/22 - introduction from the Leader | Council Tax budget | Royal Borough of Greenwich \(royalgreenwich.gov.uk\)](#)

to include the potential for events and venue hire.

Funding Application	4,743,974



5.1b Bids should demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues. Please demonstrate how any data, surveys and evidence is robust, up to date and unbiased. (Limit 500 words)

To support the scheme, and to ensure the quality of the analysis, the Council has engaged RLB. RLB are an independent global construction and property consultancy firm and were engaged to provide additional analysis to support the development of the scheme. This has included the development of the Condition Survey for the site and the Feasibility Study for the scheme.

The Condition Survey has been developed following a site visit to the Winter Garden by the RLB team, and the report includes extensive visual evidence of the items identified. Work is classified into priority 1 to 4, based on urgency of the work that is required.

As a summary of the condition of the estate:

- There is cracking to the glazing on the domed roofs.
- The leadwork on the roofs are in poor condition with regular fissures and lifted areas throughout.
- Timber cupolas, entablatures and architectural details to the domed roofs are weathered with widespread rot and decay of the timber. Replacement is required.
- Water ingress is common throughout the internal areas.
- Masonry walls are subject to extensive spalling.
- Structural cracking to brick arches.
- Window mechanisms are subject to regular failure.
- External wood doors show signs of rot and should be replaced.
- Decorative coatings to cast iron frame is flaking and displaying signs of corrosion
- Block paving to all internal areas is soiled and lifted tiles are prominent.
- Existing mechanical heating supply has been largely removed.

The Feasibility Study was developed by a group of technical advisors, incorporating architects, mechanical and engineering specialists, quantity surveyor and building surveyor. After undertaking a site survey, the architect was asked to compile indicative plans. These were then priced by the quantity surveyor, with the Council choosing their preferred option.

The Council has also validated the ability for the site to be transformed through stakeholder engagement. Two phases of stakeholder engagement has been undertaken, one in 2019, and the second a year later in 2020. Each of these engagements produced similar outputs and confirmed the acceptance of the local community for the site to be transformed into a venue / events space, whilst retaining public access. In addition, separate engagement with priority stakeholders has been undertaken, including the Friends of Avery Park group.

The Council is anticipating further analysis, including HM Treasury compliant Full Business Case for the scheme as part of the business planning process. This would be developed in the year 2021/22 using funding from the Levelling Up fund application process.

5.1c Please demonstrate that data and evidence chosen is appropriate to the area of influence of the interventions. (Limit 250 words)

The data and evidence has been developed by RLB as a specialist consultancy and advisor to the Council. RLB were selected through a procurement process, and have a high-level of experience in undertaking Condition Surveys and Feasibility Assessments. These include recently conducted feasibility studies for Bessingby Rangers and 115 Cedars Road. Both of these projects were carried through to completion.

As discussed previously, the Condition Survey has been developed following a site visit to the Winter Garden by the RLB team, and the report includes extensive visual evidence of the items identified. Work is classified into priority 1 to 4, based on urgency of the work that is required.

The Feasibility Study incorporated a wide team of specialist skills, with multiple options compiled.

To date, the majority of the work on data collection has been developed to understand the cost of the restoration of the site. Particularly with regards to the improvement of the site into a venue-based business model, further work beyond the Feasibility Study is required. More of the data collection and evidence formulation will take place at the business planning stage. This will include:

- Formal stakeholder engagement and consultation
- Full Business Case for the scheme
- Finalised design and costings produced

For the stakeholder analysis, it is vital that the respondents are mainly local, as they are the ones more likely to make use of the site and to engage in the benefits – for example shopping on the high-street. Of the initial stakeholder engagement undertaken, 84% of respondents were from the four most directly impacted postcodes<sup>11</sup>.

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<sup>11</sup> Avery Hill Consultation Report



## 5.2 Effectiveness of proposal in addressing problems

5.2a Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems. Quantifiable impacts should usually be forecasted using a suitable model. (Limit 500 words)

The proposal seeks to address a number of predicted future problems:

1. Continual deterioration of the site
2. Structural issues related to the connection to the school site

Both of these are actioned by Intervention 1: restoration of the winter garden (as per the theory of change).

### **Continual deterioration of the site**

The failure to address issues of the site condition in a timely manner will exacerbate future issues, and lead to significant increases in costs. The Condition Survey that was undertaken highlights water ingress throughout the internal areas. It also notes that much of the wood framing to windows and doors is rotten which has the potential to lead to further water ingress.

The deterioration is likely to accelerate as the condition worsens, and therefore cost increases are likely to accelerate. At present, construction inflation is currently running at around 2% per annum, however areas like water ingress will likely lead to the cost for this project increasing quicker than construction inflation.

The funding application includes the cost of restoration of the site to a suitable condition, including the medium-term works (work required in up to 5 years). This work is essential if the Winter Garden is to be re-opened to the public, and to contribute to the local economy.

In particular, £595k has been allocated in the Condition Survey for the repair of the roof, and £49k for Rainwater Goods.

### **Structural issues related to the connection to the school site**

The Condition Survey also highlights extensive spalling to brickwork and structural cracking. As the Winter Garden is connected to the main site which is to be acquired by the Department for Education, solving structural concerns on the site is vital to ensure that there are no repercussions for the school. The funding application includes the corrections to this work.

As per the above section, the continual deterioration of the site is likely to exacerbate these structural issues.

In the Condition survey, £89k has been allocated for the repair to external walls, £40k for frame and structure works, and £110k for window repair / replacement.

### **Development of a venue-based business model for the site**

In addition, Intervention 2: development of a venue-based business model for the site (as per the theory of change) will prevent on-going budgetary challenges

leading to a failure to deliver on the outcomes, and secure the long-term benefits originating from the scheme.

In addition, any impact on the high-street, and the ability to increase footfall and therefore reduce future reduction caused by changing shopping habits will be assessed at the business planning stage which is scheduled to take place after this funding application.

5.2b Please describe the robustness of the forecast assumptions, methodology and model outputs. Key factors to be covered include the quality of the analysis or model (in terms of its accuracy and functionality) (Limit 500 words)

The Council has engaged specialist consultancy, RLB, to independently assess the cost of restoration and improvements to the Winter Garden site. These have been calculated to include the full cost of the works, including professional fees, preliminaries, and associated works like asbestos removal.

To ensure that there are not cost swings that take the total cost outside of the predicted bounds, and to reflect issues that might arise during works, an assessment of the level of contingency has been undertaken. This sets contingency at 30% for all cost items in the scheme. In addition, optimism bias on 20% is included in the economic costs. These help to ensure that the costs are robust, and as the analysis progresses, these will be reduced.

The annual breakdown is provided below:



(Costs without Optimism Bias are used for the value of the funding application).

To support the scheme, the Council has undertaken engagement with the key stakeholder groups, and with the public. The Friends of Avery Hill park, a key stakeholder in the scheme, have expressed their support for the scheme of works. In addition, two public consultation exercises have been completed. The results of these reflect the scheme, with a desire to keep the Winter Garden open for the public, and restored, but recognition that it must 'pay its own way'. Further engagement will be undertaken at the next stage.

Further analysis will be undertaken at the business planning stage. The Council is requesting funding to cover this activity as it seeks to further build the evidence case for the investment in the scheme. The identification of the original challenge to the Council's funding position makes this a necessity.



### 5.3 Economic costs of proposal

5.3a Please explain the economic costs of the bid. Costs should be consistent with the costs in the financial case, but adjusted for the economic case. This should include but not be limited to providing evidence of costs having been adjusted to an appropriate base year and that inflation has been included or taken into account. In addition, please provide detail that cost risks and uncertainty have been considered and adequately quantified. Optimism bias must also be included in the cost estimates in the economic case. (Limit 500 words)

The economic costs have been developed to include optimism bias over the costs presented in the financial case. Below these are identified for the capital works for restoration and improvement of the site.

[illegible]

Total cost has been calculated to incur contingency at a rate of 30%, suitable to the level of assessment of the costs. This is a risk adjustment.

Optimism bias has been calculated on the basis of 20%, calculated as per the Green Book guidance.

The year by-year breakdown of the economic cost is presented here:

## 5.4 Analysis of monetised costs and benefits

5.4a Please describe how the economic benefits have been estimated. These must be categorised according to different impact. Depending on the nature of intervention, there could be land value uplift, air quality benefits, reduce journey times, support economic growth, support employment, or reduce carbon emissions. (Limit 750 words)

Quantitative analysis of the economic benefit of the construction spending has been undertaken. Using an estimated economic spend [REDACTED], the Council has calculated the total economic benefit to the local, regional and wider UK economy. This is based on an economic multiplier for construction of 2.92. This multiplier is as per the research undertaken by the CBI<sup>12</sup>, and in-line with previous research by L.E.K. Consulting.

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

There is the potential for the economic benefit to be greater and more localised given the specialist nature of much of the construction and restoration that is to be undertaken. This will likely require greater spend related to contractors and localised resources.

The wider economic benefits related to scheme will mainly focus the ability to drive increased footfall on the Eltham high-street. These economic benefits have been predicted using the Theory of Change model developed for the programme. At this stage, these benefits are not quantified. Quantification will be undertaken during the business planning stage to be undertaken using funding from the Levelling Up Fund.

There will be additional benefits realised to the local population through improved health, however these are likely to remain un-quantified. As per the Theory of Change, there may also be potential for additional economic benefits through land value uplifts.

<sup>12</sup> <https://www.cbi.org.uk/articles/fine-margins-delivering-financial-sustainability-in-uk-construction-by/>



5.4b Please complete Tab A and B on the **appended excel spreadsheet** to demonstrate your:

Tab A - Discounted total costs by funding source (£m)

Tab B – Discounted benefits by category (£m)

Completed

## 5.5 Value for money of proposal

5.5a Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios. If a Benefit Cost Ratio (BCR) has been estimated there should be a clear explanation of how this is estimated ie a methodology note. Benefit Cost Ratios should be calculated in a way that is consistent with HMT's Green Book. For non-transport bids it should be consistent with MHCLG's appraisal guidance. For bids requesting funding for transport projects this should be consistent with DfT Transport Analysis Guidance. (Limit 500 words)

The Benefit Cost ratio reflects the current level of calculation of the benefits of the scheme, focussing on the multiplier effect that is expected through the construction works to be undertaken.




Discounted Benefits Cost ratio (Upper range)	6.80
Discounted Benefits Cost ratio (Lower range)	4.05

Based on these factors, and the funding requirement, the Discounted Benefits Cost ratio at present lies within a range of 4.05 to 6.80. This reflects the reduced funding requirement, given external funding already raised for the project. It also reflects the level of optimism bias currently in the programme.

As such the scheme is identified to have a significant positive effect on the economic and local community.

We would expect growth in the Benefit Cost Ratio as further quantification of the benefits are undertaken at the Business Plan level. These benefits, as predicted by the Theory of Change, include:

- Increased footfall (and therefore economic activity) on Eltham high-street;
- Health Benefits; and
- Land Value Uplifts.

5.5b Please describe what other non-monetised impacts the bid will have, and provide a summary of how these have been assessed. (Limit 250 words)

The Theory of Change predicts that the main non-monetised impact is likely to be related to health benefits.

The Winter Garden forms a natural extension of the Avery Hill Park. This park, a Green Flag award winner, mixes a number of attractions and spaces. These include a rose and flower garden, a hard-standing, multi-use sports area, outdoor gym, outdoor table tennis area, children's playground, and café.

The Winter Garden acts as a significant draw to the site, boosting footfall. By attracting more people to use the site, and to engage in activities in the area, the Winter Garden restoration is expected to lead to improved health in residents as they engage in increased physical activity. This will lead to lower levels of ill-health, particularly in target areas such as diabetes. Analysis by the local Director of Public Health shows the diabetes rates are slightly higher in the Royal Borough of Greenwich than nationally<sup>13</sup>.

This effect is likely to be further expanded through the use of the Winter Garden for events. The recent 'Sparkle in the Park' event was a significant draw of visitors to the site, with an estimated 7,896 members of the public visiting it. The use of the site to draw visitors in, and to encourage them to engage in walking and exercise will ensure that these benefits are crystallised.

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<sup>13</sup> [https://www.royalgreenwich.gov.uk/downloads/download/926/annual\\_public\\_health\\_report\\_2017-18](https://www.royalgreenwich.gov.uk/downloads/download/926/annual_public_health_report_2017-18)



5.5c Please provide a summary assessment of risks and uncertainties that could affect the overall Value for Money of the bid. (Limit 250 words)

A summary of the identified risks, as well as appropriate mitigations, is identified below. The risk log is a 'live' document and will be updated throughout the programme. These have been RAG rated for likelihood and impact.

Risk	Description	Likelihood	Impact	Total Risk	Mitigation
Construction inflation	A significant growth in construction inflation increasing the costs above the level of funding.	Yellow	Red	Red	Constant monitoring of costs. Funding has been sought to include expected inflation.  A quick start date is sought in order to minimise the likelihood.
Lack of Stakeholder Buy-in	Failure to gain the buy-in and approval from key stakeholder groups.	Green	Yellow	Green	Continual engagement is sought with key stakeholders.  Support has been sought and gained from the 'Friends of Avery Hill Park' and the local Member of Parliament.
Site defects	Condition of the site is worst than that currently identified.	Green	Red	Yellow	Condition survey to be reflected on and updated as required.
Business Plan deemed not viable	The work on the business plan fails to identify a secure future for the site as a venue.	Green	Yellow	Yellow	Extensive work and stakeholder engagement to date has provided assurance on the direction of travel.

Planning Permission / Listed Buildings Consent	Planning permission and listed buildings consent will be needed for the site which has the potential to introduce significant delays				The Council will continue to engage with planning as well as engage suitable expertise in this area to minimise the chances of delays.
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5.5d For transport bids, we would expect the Appraisal Summary Table, to be completed to enable a full range of transport impacts to be considered. Other material supporting the assessment of the scheme described in this section should be appended to your bid.

N/A



## PART 6 DELIVERABILITY

### 6.1 Financial

See technical note Table 1 for further guidance.

6.1a Please summarise below your financial ask of the LUF, and what if any local and third party contributions have been secured (please note that a minimum local (public or private sector) contribution of 10% of the bid costs is encouraged). Please also note that a contribution will be expected from private sector stakeholders, such as developers, if they stand to benefit from a specific bid (Limit 250 words)

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

**The financial ask of the LUF is £4,743,974**

6.1b Please also complete Tabs C and D in the **appended excel spreadsheet**, setting out details of the costs and spend profile at the project and bid level in the format requested within the excel sheet. The funding detail should be as accurate as possible as it will form the basis for funding agreements. Please note that we would expect all funding provided from the Fund to be spent by 31 March 2024, and, exceptionally, into 2024-25 for larger schemes.

Excel worksheet completed and attached to this bid.

6.1c Please confirm if the bid will be part funded through other third-party funding (public or private sector). If so, please include evidence (i.e. letters, contractual commitments) to show how any third-party contributions are being secured, the level of

☒ Yes

☐ No

<p>commitment and when they will become available. The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Where relevant, bidders should provide evidence in the form of an attached letter from an <u>independent</u> valuer to verify the true market value of the land.</p>	
<p>6.1d Please explain what if any funding gaps there are, or what further work needs to be done to secure third party funding contributions. (Limit 250 words)</p>	
<p>If this bid is successful there will be no funding gap requiring further third party contribution.</p>	
<p>6.1e Please list any other funding applications you have made for this scheme or variants thereof and the outcome of these applications, including any reasons for rejection. (Limit 250 words)</p>	
<p>N/A, no other funding bids made</p>	
<p>6.1f Please provide information on margins and contingencies that have been allowed for and the rationale behind them. (Limit 250 words)</p>	
<p>Allowances have been included within the costing assumptions for the following items:</p> <ul style="list-style-type: none"> <li>• Inflation risk</li> <li>• Asbestos risk</li> <li>• Client contingency</li> </ul> <p>Advice regarding contingencies and the like has been provided via the independent cost management team at RLB.</p> <p>A client held contingency of 30% has been included in the real costs together with an optimism bias assessment in the economic cost analysis. Given the age of the buildings, condition and listed status, a contingency of 30% is deemed to be realistic.</p>	



6.1g Please set out below, what the main financial risks are and how they will be mitigated, including how cost overruns will be dealt with and shared between non-UKG funding partners. (you should cross refer to the Risk Register). (Limit 500 words)

The main financial risks are;

- 1) The potential for cost to rise due to discovery as the listed building is 'opened up' for the works. A robust condition survey has been undertaken, this will be supplemented by further intrusive surveys by the appointed heritage specialist design team during the design phase of the project to ensure a robust schedule of works and specification is prepared prior to procurement of the construction contractor. The construction contractor will be selected based upon the MEAT process with an emphasis on the quality of their team, their experience on similar projects and company references and financial standing. Rigorous financial management by a suitable experienced quantity surveyor throughout the works and robust technical management by a suitably qualified heritage surveyor will ensure the construction is very tightly monitored and managed.
- 2) Construction inflation is a further financial risk ,Constant monitoring of construction costs by the technical team will allow for specification changes and design amendments to reduce cost pressure, the funding sought and allocated to the scheme includes inflation allowances from relevant industry indices provided by the RICS. The recent condition survey and early appointment of the design team will facilitate an early start for construction which will minimise the likelihood of construction inflation impacting the project moving forwards.

## 6.2 Commercial

See technical note Section 4 and Table 1 for further guidance.

6.2a Please summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted. The procurement route should also be set out with an explanation as to why it is appropriate for a bid of the scale and nature submitted.

Please note - all procurements must be made in accordance with all relevant legal requirements. Applicants must describe their approach to ensuring full compliance in order to discharge their legal duties. (Limit 500 words)

Royal Borough of Greenwich operates a governance structure with published contract standing orders and scheme of delegation approved by elected Members. All procurements will be managed within the Council's procurement team ensuring compliance with contract standing orders and the Public Procurement Regulations.

The Council has a large value capital programme and is experienced in procuring and managing works and services contracts to deliver a diverse range of construction projects. Internal governance of the project will be via a monthly project board constituted within the Department for Regeneration Enterprise and



Skills (DRES), the board Chair will be the Assistant Director of Capital Projects. The Director of DRES manages the Corporate Capital Programme via a monthly report to the Priority Investment Board. Gateway reports are produced and signed off within the Council's scheme of delegation at relevant project milestones.

Procurement for works and services on a project of this size and complexity would be via compliant frameworks provided for public body use. The Council does not have within its employ suitably qualified technical staff nor a construction company to deliver a project of this nature and a bespoke procurement process would take considerably longer than utilising frameworks, such time delay would import unnecessary inflation risk to the project.

Consultants and contractors would be engaged via a compliant tender process and engaged using standard construction contracts (JCT/NEC) appropriate to the nature of the project. Risk in terms of the contracted works will be defined in line with industry standards within the construction contract forms. A risk register is required for each capital project and this will be held and updated by the Council Project Manager assigned to the scheme and reviewed as a minimum at each project board.

The Royal Borough of Greenwich has a large portfolio of listed buildings and has relevant experience of delivering cultural place making projects within listed buildings: recent projects completed being:

- The Woolwich Works project, which is a £42.75m re-purposing and refurbishment of 5 listed buildings, some of which were on the heritage at risk list, within the Royal Arsenal site to create a venue for performing arts.
- The Plumstead Library project, which was a £16.6m re-purposing and refurbishment of a listed library building including the construction of a modern rear extension incorporating a gymnasium and badminton court.
- Major Refurbishment of the Council's Grade II\* listed primary civic building, the Woolwich Town Hall.

### 6.3 Management

See technical note Section 4 and Table 1 for further guidance

Delivery Plan: Places are asked to submit a delivery plan which demonstrates:

- Clear milestones, key dependencies and interfaces, resource requirements, task durations and contingency.
- An understanding of the roles and responsibilities, skills, capability, or capacity needed.
- Arrangements for managing any delivery partners and the plan for benefits realisation.
- Engagement of developers/ occupiers (where needed)
- The strategy for managing stakeholders and considering their interests and influences.



- Confirmation of any powers or consents needed, and statutory approvals eg Planning permission and details of information of ownership or agreements of land/ assets needed to deliver the bid with evidence
- Please also list any powers / consents etc needed/ obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them.

6.3a Please summarise the delivery plan, with reference to the above (Limit 500 words)

This project will be delivered within the Council's Corporate capital projects team, in line with the Council's published contract standing orders and scheme of delegation.

On Cabinet approving the transfer of the building from Greenwich University and the importing of the dowry and grant funding into the Council's capital budget by way of a scheme and estimate gateway report, further gateway sign-off will be delegated to the Director of Regeneration, Enterprise and Skills (DRES).

A project manager will be appointed working to the Programme Manager for capital projects and a project board convened which will be chaired by the Assistant Director of Capital Projects and Property Maintenance and meet on a monthly basis, reviewing progress against programme and risk. The Board will include relevant stakeholders from finance, legal, procurement, communities and property, once an end user has been identified they will join the Board.

A project execution plan will be produced and approved by the Board which will include an overall project plan through RIBA stages 0-7 (each stage will end with a formal report that will be signed off by the Board). The project manager will produce a procurement plan for Board sign-off, with colleagues in the procurement section and this will identify the framework(s) to be utilised to procure professional consultants and the contractor to deliver the project. Once approved a business case will be produced for use of the framework(s) and approved by the Director of DRES. On approval of the business case the procurement process will commence with the Board approving the brief, legal providing a draft form of contract and the procurement team administering the multi-disciplinary consultants tender.

A panel of evaluators is agreed, made up of key Board members, and on receipt of tenders evaluation takes place on both price and quality using a pre-agreed split which will prioritise quality and a preferred bidder is identified who offers the most economically advantageous tender. Gateway approval to award the contract is signed-off by the Director of DRES, the consultant then commences design work, produces and submits applications for planning and listed building consent and production of the contractor ITT documentation.

Planning and listed building consent is granted following the statutory processes and contractor procurement commences and follows the same process as previously described, culminating in appointment of the D&B contractor at start of RIBA 3, the Council retains the design team until the end of RIBA 4, the project design process at stage 3 & 4 including contractor input. At the end of RIBA stage



4 the contractor produces a final, acceptable programme and construction price (potential for value engineering is necessary) and a formal gateway process signs this off via the Director of DRES.

The design team transfer to the contractor at the start of RIBA stage 5 with the professional project management team retained by the Council and supplemented by a client design advisor. Further gateway approval is for exceptions only outside of approved tolerances. Board reporting continues on a monthly basis with the Assistant Director taking a monthly report to the Priority Investment Board which is chaired by the Director of DRES. Throughout the project payments are managed through the finance directorate and the Council's financial standing orders and finance system.

6.3b Has a delivery plan been appended to your bid?

☒ Yes

☐ No

6.3c Can you demonstrate ability to begin delivery on the ground in 2021-22?

☒ Yes

☐ No

6.3e Risk Management: Places are asked to set out a detailed risk assessment which sets out (word limit 500 words not including the risk register):

- the barriers and level of risk to the delivery of your bid
- appropriate and effective arrangements for managing and mitigating these risk
- a clear understanding on roles / responsibilities for risk

An initial risk register for the project has been produced and is attached at Appendix 1. This will be updated, expanded and owned by the Council project manager and discussed at every monthly project board. The register will identify the Probability and Impact pre and post mitigation for each risk and will be scored using a standard 3 x 3 matrix, with the highest risks scoring 9. In addition, the risks will be RAG rated to aid easy identification of key risks.

Each risk identified on the register will be allocated to the appropriate member of the project team to manage and monitor. Where appropriate a financial cost within the overall project budget will be attached to risks identified in the risk register. The risk register is a living document that is updated in real time. Where a risk is identified that cannot be mitigated to a level that can be managed by the project board within the risk tolerance the board has been set, that risk will be immediately raised with the Director of DRES and referred to the Council's risk team for guidance and action.

Risk will feature as a standing agenda item at every Project Board and key risks will be reported at the director level Priority investment Board.



6.3f Has a risk register been appended to your bid?	<input checked="checked" type="checkbox"/> Yes <input type="checkbox"/> No
6.3g Please evidence your track record and past experience of delivering schemes of a similar scale and type (Limit 250 words)	
<p>Officers within the Capital Projects team have over 30 years experience of delivering capital projects within a local authority setting ranging from tens of thousands to £50m in individual scheme values.</p> <p>Recently delivered projects on listed buildings are: Woolwich Works, Plumstead Library, Slade Café with works currently on site at the Old Woolwich Town Hall and the Old Public Library. Values for these projects range from £500,000 for the Slade Café to £42.75m for Woolwich Works.</p> <p>The Woolwich Works project is particularly relevant and a good comparator to the Winter Garden proposal. This project took five virtually derelict listed buildings on the Woolwich Royal Arsenal site and transformed them into venues for cultural and the performing arts and involved conservation repairs, component replacement and areas of remodelling to produce spaces suitable for culture, music, dance teaching, practice and training and venues for public performance. The creation of a charitable trust to manage and run the buildings on a not for profit basis and marketing of the spaces to cultural and performing arts organisations.</p> <p>Other notable recently completed projects are the Eltham Cinema complex (£20.7m), Sutcliffe sports centre (£12.1m)</p>	
6.3h Assurance: We will require Chief Financial Officer confirmation that adequate assurance systems are in place.	
<p>For larger transport projects (between £20m - £50m) please provide evidence of an integrated assurance and approval plan. This should include details around planned health checks or gateway reviews. (Limit 250 words)</p> <p>The financial information set out in the bid has been reviewed by the Accountancy Partnering Service within the organisation. The Director of Finance, Section 151 Officer, has undertaken a further review of the bid documentation and can confirm that robust assurance systems are in place for the evaluation, approval and delivery of capital projects. Relevant gateway and scrutiny systems are set out within the approved Corporate Capital Strategy and Constitution</p>	
<b>6.4 Monitoring and Evaluation</b>	

*See technical note Section 4 and Table 1 for further guidance.*

6.4a Monitoring and Evaluation Plan: Please set out proportionate plans for M&E which should include (1000 word limit):

- Bid level M&E objectives and research questions
- Outline of bid level M&E approach
- Overview of key metrics for M&E (covering inputs, outputs, outcomes and impacts), informed by bid objectives and Theory of Change. Please complete Tabs E and F on the **appended excel spreadsheet**
- Resourcing and governance arrangements for bid level M&E

There are two main objectives for the project:

- Restoration of the winter garden
- Development of a venue-based business model for the site

Overarching these objectives is that the project must be sustainable in the future without the financial support of the Council. This means that the venue must generate enough income to cover its costs including the ongoing maintenance of the site so that it is never allowed to fall into disrepair again.

As such our high-level monitoring and evaluation focuses on achieving these goals and their immediate outputs, outcomes and impacts – though in reality the benefits of the project will be much further reaching with individuals reaping the rewards of having access to this unique community resource. We also expect an impact on the visitor economy, in particular extending the visitor experience across the borough from its current focus in the World Heritage Site in Greenwich. Visitor economy is already measured by our partner organisation Visit Greenwich - we have access to this data which shows tourism is one of the largest contributors to the Greenwich town centre economy.

The social value of the project is of enormous importance to the Council with economic and health benefits going hand-in-hand with cultural experiences and opportunities. In particular the winter garden can make a contribution to the mental wellbeing of local people and we would expect our more detailed evaluation to measure these benefits too.

However, monitoring the budget and schedule of the project will also be key to the successful delivery of it and detailed plans will be drawn up to enable progress to be measured.

One of the first actions to achieve a sustainable future for the winter garden will be to appoint a consultant to develop a business model. This will include consultation with communities and stakeholders to research the feasibility of different options for



the venue. The development of the model will also take into account monitoring and evaluation needs and requirements, determining what our measures should be and how data will be collected. We expect our initial high-level measures to be refined and expanded during this process.

Detailed targets would also be developed such as including KPIs in our agreement with the organisation that would take on the running of the venue on behalf of the Council. These may encompass community benefits such as employment, skills development, community outreach, discounted access to paid for events. It would be expected that KPIs would be reported on annually. We may also look to evaluate individual events and activities using tools such as the ACE Generic Learning Outcomes.

The project will be overseen by the Cabinet Member for Regeneration and Good Growth, with a project board reporting monitoring and evaluation to her. The board will produce update papers and decision reports following Council protocols and will be subject to Scrutiny should the relevant panel decide it wishes to examine the project.

The Council will implement a robust system whereby spending will be monitored against the expected milestones, outputs and outcomes. Spend monitoring will be independently verified and approved through the Council's internal audit manager, S151 officer and finance team responsible for the programme. The project manager will control provide oversight on a day-to-day basis, monitoring progress and reporting back to the project board who meet on a monthly basis. The project board will then monitor and manage the progress of the projects and control the various risks, milestones and inter-dependencies utilising internal Council procedures. Reports will also be fed into the Council's priority investment board which meets every six weeks.

The exact methods of new data collection and how this will be resourced will also be developed by the consultant. Existing data will continue to be collected as is already resourced for.



## PART 7 DECLARATIONS

### 7.1 Senior Responsible Owner Declaration

As Senior Responsible Owner for The Winter Garden Project I hereby submit this request for approval to UKG on behalf of The Royal Borough of Greenwich and confirm that I have the necessary authority to do so.

I confirm that The Royal Borough of Greenwich will have all the necessary statutory powers and other relevant consents in place to ensure the planned timescales in the application can be realised.

Name:  Pippa Hack	Signed: <div style="background-color: black; width: 150px; height: 80px; margin: 10px auto;"></div>
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## X04: DECLARATIONS

### 7.2 Chief Finance Officer Declaration

As Chief Finance Officer for The Royal Borough of Greenwich I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that The Royal Borough of Greenwich

- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution
- accepts responsibility for meeting any costs over and above the UKG contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties
- accepts responsibility for meeting any ongoing revenue requirements in relation to the scheme
- accepts that no further increase in UKG funding will be considered beyond the maximum contribution requested and that no UKG funding will be provided after 2024-25
- confirm that the authority commits to ensure successful bids will deliver value for money or best value.
- confirms that the authority has the necessary governance / assurance arrangements in place and that all legal and other statutory obligations and consents will be adhered to.

Name: Damon Cook	Signed: See Appendix 4 for S151 signature
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## DECLARATIONS

## DECLARATIONS

### 7.3 Data Protection

Please note that the The Ministry of Housing, Communities and Local Government (MHCLG) is a data controller for all Levelling Up Fund related personal data collected with the relevant forms submitted to MHCLG, and the control and processing of Personal Data.

The Department, and its contractors where relevant, may process the Personal Data that it collects from you, and use the information provided as part of the application to the Department for funding from the Levelling Up Fund, as well as in accordance with its privacy policies. For the purposes of assessing your bid the Department may need to share your Personal Data with other Government departments and departments in the Devolved Administrations and by submitting this form you are agreeing to your Personal Data being used in this way.

Any information you provide will be kept securely and destroyed within 7 years of the application process completing.

**You can find more information about how the Department deals with your data [here](#).**

**Annex A - Project One Summary** (only required for a package bid)

**NOT APPLICABLE FOR THIS BID**

**Annex B - Project Two description and funding profile** (only required for package bid)

**NOT APPLICABLE FOR THIS BID**

**Annex C – Project Three- description and funding profile** (only required for package bid)

**NOT APPLICABLE FOR THIS BID**



## **ANNEX D - Check List Great Britain Local Authorities**

Questions	Y/N	Comments
<b>4.1a Member of Parliament support</b>		
MPs have the option of providing formal written support for one bid which they see as a priority. Have you appended a letter from the MP to support this case?	Y	A letter from Clive Efford MP is attached. <i>"Winter Gardens Clive Efford letter.pdf"</i>
<b>Part 4.2 Stakeholder Engagement and Support</b>		
Where the bidding local authority does not have responsibility for the delivery of projects, have you appended a letter from the responsible authority or body confirming their support?	N/A	
<b>Part 4.3 The Case for Investment</b>		
For Transport Bids: Have you provided an Option Assessment Report (OAR)	N/A	
<b>Part 6.1 Financial</b>		
Have you appended copies of confirmed match funding?	Yes	See file named: <i>"Winter Gardens - UoG Letter.pdf"</i>
The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Please provide evidence in the form of a letter from an independent valuer to verify the true market value of the land.  Have you appended a letter to support this case?	N/A	
<b>Part 6.3 Management</b>		
Has a delivery plan been appended to your bid?	Yes	
Has a letter relating to land acquisition been appended?	N/A	
Have you attached a copy of your Risk Register?	Yes	See Appendix 1
<b>Annex A-C - Project description Summary (only required for package bid)</b>		
Have you appended a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	Yes	See Appendix 2

#### **Annex E Checklist for Northern Ireland Bidding Entities**

NOT APPLICABLE FOR THIS BID