

Bid Summary

Please provide a short description of your bid, including the visible infrastructure that will be delivered/upgraded and the benefits that will be felt in the area. (100 words max)

The Avery Hill Winter Garden Restoration project will transform a neglected heritage site, creating a valued asset for the whole community and helping to address local deprivation challenges. It includes:

- restoration and green retrofit to preserve this important piece of local history and culture
- community spaces which can be hired by local groups and used to support larger community events
- dedicated educational space created to host school and community groups
- support for apprenticeships in conservation, construction and horticulture
- volunteering opportunities in partnership with Volunteer Centre Greenwich
- upgrades to footpaths, improved accessibility for wheelchairs, cycle parking and an EV charging hub

Please provide a more detailed overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component projects are aligned with each other and represent a coherent set of interventions. (500 words)

Provide full details of what activity will take place where, clearly setting out the planned interventions, outputs and benefits. If the activities are being undertaken across multiple locations, the applicant should clearly explain how the activities align with each other and represent a coherent set of interventions.

The Avery Hill Winter Garden Restoration project will transform a neglected heritage site, ensuring it becomes a valued asset for the community and helping to address the identified local challenges and barriers to growth.

Investment in the restoration and green retrofit is required in order to retain this important piece of local history and culture and to create a new venue that is sustainable and long lasting for the whole community to visit and enjoy. This includes:

Fit out of the building to support the development of a sustainable community asset

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. The intervention will ensure it is sustainable into the future, revenue generating, and enable wider benefits in society.

Additional community space will be created through the re-purposing of The Fernery, creating a large venue space which can be hired by community groups and used to support larger events such as Open House.

Dedicated educational space will be created to host school visits and other educational community programmes. Additionally, the venue will work with the councils work support service (GLLaB), supporting apprenticeships on site in conservation, construction and horticulture, and volunteering opportunities will be created in partnership with Volunteer Centre Greenwich.

Improved access to the site

The funding will enable investment in the surrounding public space to improve access to the site. This will include footpath upgrades, signage for pedestrians and cyclists, improved accessibility for wheelchairs and resurfacing of poor-quality access roads and parking area. To promote active and low carbon travel, cycle parking and a hub of four electric vehicle chargers will also be installed. The terraced gardens around the main structure will also be restored, drawing visitors and making access simpler.

Addressing the local challenges and barriers

Jobs will be created on site during both construction and operation, increasing employment opportunities for local residents.

The project will transform the site into a more appealing and useful space for residents which will increase footfall and natural surveillance, helping act as a deterrent for crime and antisocial behaviour, helping improve Eltham South's status as the 3rd most dangerous neighbourhood in the borough.

The longer-term impact of these changes will have a wider effect on the community. By drawing increasing numbers of visitors into the area to visit this restored and prominent attraction, greater footfall will be generated along the nearby Eltham High Street, increasing local spend and helping to turnaround the high level of vacant commercial units in the borough. Greater use of the gardens and the wider park will contribute to both physical and mental health outcome improvements. Finally given that an Academy will open in the adjoining buildings next year, having such a significant and high-quality facility attached to the school will generate an increase in the interest of students continuing into or entering further education at the sixth form on site.

Please provide a short description of the area where the investment will take place. If complex (i.e. containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place. (500 words)

The response should provide a broad description of the area, with further detail given in question 3.5 below. If complex (i.e. containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place.

Please confirm where the investment is taking place (where the funding is being spent, not the applicant location or where the bid beneficiaries are located). If the bid is at a single location please confirm the postcode and grid reference for the location of the investment. If the bid covers multiple locations please provide a GIS file. If this is unavailable please list all the postcodes / coordinates that are relevant to the investment.

For all bids, please confirm in which constituencies and local authorities the bid is located. Please confirm the % investment in each location.

This information will be used to determine the "Characteristics of Place" score and will be used for reporting purposes. If the bid is at a single location please confirm the postcode and grid reference for the location of the investment. If the bid covers multiple locations please provide a GIS file. If this unavailable please list all the postcodes/coordinates that are relevant to the investment.

Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community

The Royal Borough of Greenwich is committed to tackling discrimination and promoting equality of opportunity and good community relations. This commitment applies to all areas of our work including service provision and commissioning, employment, regulation and in our roles as landlord and community leader. We work with our partners in the private, public and community sectors to achieve our objectives and believe that the diversity of Royal Greenwich is one of our greatest assets and should be celebrated and valued. The equality impact assessment for the restoration and programming of the Winter Garden identified that once implemented the proposal will have a positive impact on all protected characteristics and will bring greater equity across the board.

The restoration of Avery Hill Winter Garden will improve accessibility for wheelchair users and people with impaired mobility. Current levels of access are inequitable, requiring significantly more effort from those with a disability and with some areas not accessible at all. MetroGAVS, a charity which provides a strategic leadership role in representing the voluntary and community sectors in the Royal Borough of Greenwich, including disability groups, has also pledged its support to the proposal which will see more people from the community be able to enjoy the venue and engage with the opportunities it provides. (see Appendix A).

Diversifying the users of the winter garden is also a key strand of the vision for the site. Responses to park user surveys indicate that current usage of the existing venue is quite limited and does not represent the communities of Royal Greenwich. Additionally, there is no proactive programme to encourage new users into it.

The new business plan suggests a variety of uses for the venue including community group use at subsidised levels as well as educational outreach, volunteering and skills development – all of which provide pathways into the space which do not currently exist. Additionally, entertainment, exhibitions, history tours and pop-up catering initiatives open up a range of new cultural experiences for those new audiences.

Robust programming in the space will also embrace different cultures, styles and tastes to engage with a wide audience and will be shaped by them to maximise engagement. We know that our residents are passionate about being included in new initiatives and by putting them at the heart of our proposal we will create a space they truly value.

Avery Hill Winter Garden is a much-loved community asset and the uncertainty of its future inspired local campaigners to set up the Save Avery Hill group in 2014. The group secured more than 5,000

signatures on a petition to fight for the complete renovation of the Avery Hill Winter Garden following a decision by the University of Greenwich to sell the Mansion site and abandon its bid to the Heritage Lottery Fund.

The Council's proposal to refurbish the building and bring the venue back to life, with more meaningful community access (i.e. not just a place to look at but a place to learn, volunteer, gain new experiences and enjoy) has been welcomed by the group (see letter of support Appendix XXXX) and the campaigners are keen to work alongside the Royal Borough of Greenwich to realise a shared vision. Regular discussions have been held with the group leaders who say a successful bid: "would enable the potential of the site to be unlocked to provide a significant historical asset which is relevant to contemporary needs and aspirations. It can be an important focus for leisure, education, jobs and hospitality training as well as being a source of pride for people of all ages and backgrounds in our diverse community."

<p>4.1 Member of Parliament Endorsement (England, Scotland and Wales ONLY)</p> <p>4.1.1 Has an MP given formal priority support for this bid? Y/N</p> <p>4.1.2 Please confirm which MP has provided formal priority support: Clive Efford</p> <p>4.1.3 Which constituency does this MP represent? Eltham</p> <p>Please also complete pro forma 6.</p>
<p><i>This section should be completed for bids in England, Scotland, and/or Wales, and should only be used to record MP formal priority support. General MP support, including MSP, MLA and Members of the Senedd support should be recorded in question 4.2.1 below.</i></p>
<p>Clive Efford, MP, the member of Parliament for Eltham has given formal priority support for this bid. Please find Pro Forma 6 attached in Appendices.</p>
<p>4.2 Stakeholder Engagement and Support Applicants are encouraged to engage with a wide range of local stakeholders and the local community to inform proposals in the bid and to secure buy in.</p>
<p>4.2.1 Describe what engagement you have undertaken with local relevant stakeholders, including the community (the public, civic society, private sector and local businesses). How has this informed your bid and what support do you have from them? (500 words)</p>
<p>Appendix A – Letters of Support</p> <p>Appendix B – University of Greenwich Letter of Intent & Support</p> <p>The Avery Hill Winter Garden is a much-loved community asset. Its current state of disrepair and impending sale prompted the formation of a “Save Avery Hill Winter Garden and Mansion” campaign group with approximately 3,000 social media followers, attracting up to 150 people to its public meetings. A petition to save the winter garden and mansion collected 3,800 signatures, including 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 this important asset.</p> <p>The council has conducted an engagement activity to understand what residents think about the future use of the building gathering 900 responses to its survey, the majority of whom were in support of restoring and reviving the winter garden.</p> <p>Engagement commenced in summer 2019, when the Council attended the summer fair in Avery Hill Park, encouraging residents 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 for a further two weeks during the Council’s Sparkle in the Park event.</p> <p>By running a highly visible consultation activity at a high-profile event, the council was able to reach a wide range of people from across the borough. Of the 220 respondents who provided postcodes:</p> <ul style="list-style-type: none"> • 60% were from SE9 • 14% were from SE18 • 5% were from DA15 • 5% were from SE3

- 16% represented a mixture of postcodes from inside and outside of the borough

In addition, the online option allowed more isolated members of the community to contribute and share their thoughts.

The responses overwhelmingly focused on the neglect of the structure and the poor quality of the garden planting. 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 activity to maintain running costs while keeping community use and access at the lowest possible cost. Exhibitions and seasonal events were recognised to be a key way of generating revenue (82% supportive). Education was also a high priority for respondents (76% supportive).

Further engagement with key stakeholders including community groups has taken place which has highlighted the following support for the future of the Winter Garden:

- history and heritage should be preserved and enhanced, and that more people should know about its significance as the second largest winter garden in the UK
- should be financially self-sustaining and support the parks
- must be accessible, free, and open to all – including less mobile residents
- must be a strong community asset, forming a spectacular backdrop for cultural and community events in the park
- should provide green infrastructure for resident wellbeing

4.2.2 Has your proposal faced any opposition? Please provide a brief summary, including any campaigns or particular groups in support or opposition, and if applicable, how will you work with them to resolve any issues. (250 words)

There are no controversial aspects to this proposal, and it has received broad support from key stakeholders and the wider community. 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. Consultation events have allowed community priorities to be taken into account during the development of the details of the scheme. Results of the consultation have been used to shape this proposal.

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

4.2.3 Do you have statutory responsibility for the delivery of all aspects of the bid? If no: - Please confirm those parts of the project for which you do not have statutory responsibility - Please confirm who is the relevant responsible authority - Please confirm that you have the support/consent of the relevant responsible authority

The Royal Borough of Greenwich has full statutory responsibility for the delivery of all aspects of the bid.

4.3 The Case for Investment. Applicants should use this section to detail a compelling case for why the proposed investment supports the economic, community and cultural priorities of their local area. Applicants should upload their completed Theory of Change model that supports this section at the time of submission. For package bids, an explanation should be provided as to how the component projects are aligned with each other and represent a coherent set of interventions.

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

Greenwich is one of the most deprived boroughs in London. When the average level of deprivation across the borough is measured, Greenwich is in the bottom quartile (25%) most deprived local authorities in England. **Appendix C Indices of Deprivation**

Investment is required to address challenges relating to education, employment, income, crime, housing, and the environment. There are **multiple indices of deprivation** in Eltham and data specifically for IMD show that 20% most deprived are in LSOAs 025E and 034E.

Eltham has issues with **low educational attainment**. IMD2019 data specifically for educational attainment shows that, 025E and 030E are ranked amongst the 20% most deprived neighbourhoods in the country. The number of Greenwich residents with NVQ4 and above qualification (58.2) is lower than the London average (58.9). Additionally, residents attaining NVQ3 and above qualification (70.5) is lower than the London average (71.4).

IMD data specifically for **employment deprivation**, measuring involuntary unemployment shows that 025E is amongst the 20% most deprived neighbourhoods in England. Unemployment % in Greenwich (6.4%) is higher than London's (5.6%) and Great Britain's (4.4%) average. The claimant % in Greenwich (5.3) is higher than London's (5.0%) and GB's (3.9%).

Income deprivation is an issue in Greenwich with almost a third of residents living in neighbourhoods ranked in the 20% most income deprived areas. IMD data for **income deprivation**, measuring proportion of population experiencing deprivation relating to low income shows that 025E and 034E are amongst 20% most deprived areas in England.

There are high levels of **crime** across the Greenwich with every ward containing at least one area in the top 20% in England. IMD data for **crime** measuring risk of personal and material victimisation at local level, shows that 028C, 025B, 034E, 025E, 027D and 025C are amongst the 20% most deprived areas in England. Eltham South was the 3rd most dangerous neighbourhood in Greenwich in 2021 with a crime rate of 140.

IMD data for **living environment** measuring the quality of the local environment shows that 025B, 034E and 027B are amongst 20% most deprived areas in England.

IMD data for **Income Deprivation Affecting Children Index (IDACI)** measures the proportion of all children aged 0 to 5 living income deprived families shows that 025E is amongst the 10% most deprived and 030E and 025A are amongst the 20% most deprived areas in England.

IMD data for **Income Deprivation Affecting Older People Index (IDAOPI)** measures the proportion of all those aged 60 over who experience income deprivation shows that 034E is amongst the 10% most deprived and 025B, 030E and 025E are amongst the 20% most deprived areas in England.

4.3.2 Explain why Government investment is needed (what is the market failure). (600 words)

Securing Government investment would enable the restoration, conservation, and improvement in visitor experience of the Winter Garden providing a multi-faceted and sustainable cultural and heritage attraction for the good of the whole community and the nation. This would address the following market failures:

Neglected and unused heritage building

The building is classified as 'Heritage at Risk' by Historic England, suffering from water ingress and considerable deterioration of the fabric. Several areas of concern need to be addressed to return the structure to a reasonable state of repair.

Due to its age and historic lack of investment, the condition of the building requires substantial investment to achieve desired outcomes, and the funding identified to date for the project is not sufficient. The cost of restoration and alteration is estimated at £8,363,747 (real). This excludes business planning fees of £150,000 (real), design fees of £693,858 (real), as well as inflation to work start. This brings the total cost to £9,493,974.

Given private ownership is unlikely, and given the significance of the asset, the Council has negotiated with the University and agreed in principal that they will transfer the Winter Garden to the Council

Non viability of the site in current form and lack of community space

The site is not commercially viable in its current form given its poor state of repair and the need for it to operate primarily as an open access community facility. Community consultation has identified an acute shortage of community facilities and spaces to meet in the local area. 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 and which recognises that the asset is of significant importance to the local community. Government investment is required to allow this facility to be used as it was intended when built and serve the needs of the community.

Poor quality links with the wider area

The site is currently not well connected to the wider area. Existing uses are not clearly marked, with limited signage, particularly for pedestrians and cyclists, which limits the number of people accessing the site.

There is minimal provision for cyclists with no dedicated cycle parking. The car park to the southwest of the Winter Garden is not heavily used as it is currently poorly surfaced, badly lit, and is sloped with a significant level change. Access from the car park to the Winter Garden is not optimal and the formal terraced garden adjacent to the Winter Garden has not been maintained and is disconnected from it by a wall.

4.3.3 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. For large transport bids £20M - £50M applicants should submit an Option Assessment Report (OAR). (750 words)

The Avery Hill Winter Garden Restoration levelling up project will transform a neglected heritage site, allowing it to become a valued asset for the community and helping to address the identified local challenges and barriers to growth.

Investment in the restoration and green retrofit of the Avery Hill Winter Garden, is required in order to retain this important piece of local history and culture and to create a new venue that is sustainable and long lasting for the whole community to visit and enjoy.

The full extent of the intervention is set out in the **AVERY HILL WINTER GARDENS - CONDITION SURVEY which is attached in Appendix D.** In summary this involves:

- green retrofit including rainwater harvesting and ground source low carbon technology heating
- renewal of the domed roofs to the Temperate, Tropical and Bird Rooms (currently cracked and discoloured)
- replacement of all existing lead to stop water ingress
- replacement of rotten timber cupolas, entablatures and architectural details to the domed roofs
- repair of external and internal masonry walls which are subject to extensive spalling
- structural repairs/reinforcement to regain the structural integrity of the arches
- Removal of corroded pipework and renewal to a standard acceptable by Historic England

Fit out of the building to support the development of a sustainable community asset

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, in line with the existing covenant which commits to public access and community use. The intervention will ensure it is sustainable into the future, revenue generating, and enable wider benefits in society.

The project will enable the expansion of the usable area of the building to provide facilities required to support its use as a mixed-use venue. Additional community space will be created through the re-purposing of The Fernery, creating a large venue space which can be hired by private groups and used to support larger events such as Open House.

Dedicated educational space will be created in The Ballroom to host school visits/other educational community programmes. This will be complemented by learning materials throughout the site making the whole building into an educational setting. Additionally, the venue will work with the councils work support service (GLLaB), supporting apprenticeships on site in conservation, construction and horticulture, and volunteering opportunities will be created in partnership with Volunteer Centre Greenwich.

Improved access to the site

The funding will enable investment in the surrounding public space to improve access to the site. This will include footpath upgrades, signage for pedestrians and cyclists, improved accessibility for wheelchairs and resurfacing of poor-quality access roads and parking area. To promote active and low carbon travel, cycle parking and a hub of four electric vehicle chargers will also be installed. The terraced gardens around the main structure will also be restored, drawing visitors and making access simpler.

Appendix E - Map showing Avery Hill Park and Winter Garden

Addressing the local challenges and barriers

This location was chosen, as it is detached from the main tourist centre of the borough. There is a greater need to provide support to ensure the viability of the site by attracting more visitors, in turn supporting the adjacent high street in Eltham. This investment will target each of the local barriers and challenges:

By raising the profile of the Academy that will open adjoining the Winter Garden next year alongside directly providing apprenticeships, the project will help young people growing up in low-income households who tend to leave school with substantially lower levels of educational attainment.

There will be jobs created on site during both construction and operation, increasing employment opportunities for local residents. It will also support employment within Eltham as the projected increase in footfall will help support current and new businesses on the nearby High Street. This will reduce the commercial vacancy rate along the high-street in, currently over 20% of commercial properties in the borough are unoccupied.

The project will transform the site into a more appealing and useful space for residents which will increase footfall and natural surveillance, helping act as a deterrent for crime and antisocial behaviour, helping improve Eltham South's status as the 3rd most dangerous neighbourhood in the borough.

The intervention will help improve air quality and improve health outcomes by encouraging a transition to walking and cycling. This in turn will have a positive effect on both mental and physical health outcomes for residents.

Appendix F – Photographs showing current condition

4.3.4 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 DLUHC appraisal guidance. (500 words)

A theory of change model is attached in Appendix G. A summary of how the outputs will be delivered and their outcomes is set out below.

Output 1: Restored Avery Hill Winter Garden

Works include the green retrofit of the building, refurbishment/replacement of damaged/rotten heritage features, works to make it a safe environment to visit and further planting to improve the quality of the visitor experience.

Output breakdown aligned to the Technical Note Intervention Framework:

- Green retrofits to existing non-residential units (i.e., improving energy efficiency and/or transitioning to clean heat)
- Dilapidated building improved
- Structurally sound Winter Garden
- New trees planted - inside
- Public amenities created/improved
- Heritage buildings renovated/restored

Output 2: Sustainable venue for the community

Works include the fit out of the building to support the development of a sustainable mixed-use business model for the site. This will include development of dedicated spaces for visitors, educational activities as well as hospitality events.

Output breakdown aligned to the Technical Note Intervention Framework:

- Educational space created/improved
- Community centre space created/improved
- Hospitality space created/improved
- Cultural space created/improved
- Volunteering opportunities supported

Results/Outcomes of Outputs 1 & 2:

- Increased number of visitors to cultural venues
- Increased number of cultural events - support outdoor events in the park
- Change in consumer spending at cultural venues
- Change in perceptions of place (business, residents and visitors)

Output 3: Improved connectivity to the wider area

Works will involve improving access to the site from the wider park, high street and for visitors from further afield. This will include upgrading footpaths, improving signage for pedestrians/cyclists, and

improving accessibility for wheelchair users. In order to promote active and low carbon travel, cycle parking and a hub of four electric vehicles chargers will be installed.

Output breakdown aligned to the Technical Note Intervention Framework:

- Public realm created/improved
- Resurfaced/improved roads
- New or improved car parking spaces
- Alternative fuel charging/re-fuelling points

Results/Outcomes of Output 3:

- Change in cycle flow
- Change in pedestrian flow
- Change in Electric Vehicle (EV) take-up
- Change in air quality
- Change in the health of residents (physical and/or mental)

Impact

The longer-term impact of these changes will have a wider effect on the community. By drawing increasing numbers of visitors into the area to visit this restored and prominent attraction, greater footfall will be generated along the nearby Eltham High Street, increasing local spend and helping to turnaround the high level of vacant commercial units in the borough. Greater use of the gardens and the wider park will contribute to both physical and mental health outcome improvements. Finally given that an Academy will open in the adjoining buildings next year, having such a significant and high-quality facility attached to the school will generate an increase in the interest of students continuing into or entering further education at the sixth form on site.

The impacts aligned to the Technical Note Intervention Framework:

- Change in footfall
- Change in vacancy rates
- Change in employment rate
- Change in business sentiment
- Change in business investment
- Change in the number of students enrolling/completing FE and HE courses

4.3.5 For package bids you should clearly explain how the component projects are aligned with each other and represent a coherent set of interventions. (250 words)

Where applicants are submitting a package bid they should explain how all the component projects work together. For example, a transport intervention and associated place-making intervention may together support greater footfall and access to a local high street. Package bids should not include multiple unrelated investments.

This application is for a single bid.

4.3.6 Applicants should also briefly set out how other public and private funding will be leveraged as part of the intervention. (500 words)

The Avery Hill Winter Gardens were originally sold to the University of Greenwich for a peppercorn charge on the condition that they would invest £4,750,000 in renovating the Winter Gardens. In 2014 the University proposed to sell the Winter Gardens and following a petition by local residents the Council intervened and stopped the sale.

The University has committed to sell the Winter Gardens back to the Council

Please see **Appendix B University of Greenwich Letter of Intent** confirming their contribution to costs of renovation as part of the Terms of Sale.

4.4. Alignment with the local and national context In this section, applicants should clearly articulate their alignment with any relevant local and national strategies and objectives concerning investment, infrastructure and levelling up. Applicants should explicitly state how the bid will substantially support the delivery of local and national policy objectives.

4.4.1 Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, Local Economic Strategies, Local Cultural Strategies or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up. For Northern Ireland, Scotland and Wales bids: In addition, explain how your bid aligns to the strategic plans and objectives of devolved administrations. (500 words)

Appendix H sets out how the aims and objectives of the Avery Hill Winter Garden Restoration align with local policies. These are:

The Local Plan 2014-28 to Growing Royal Greenwich and Enhancing Royal Greenwich and The Corporate Plan priorities the redevelopment of the Avery Hill Winter Gardens will:

- create opportunities for dementia friendly spaces. Under the Health and Wellbeing Strategy 2019-2024 (Joint) embedding the Live Well Greenwich, uniting efforts across all local organisations to maximise opportunities to improve health and wellbeing for everyone in RBG
- creating a place that the local communities are proud of and provides opportunities for young people and the community to learn about the local history. Aligning with the themes of DCMS The Culture White Paper, and meeting The National Lottery Heritage Fund Strategic Funding Framework
- allow for sustainable choices including the use of renewable energy and reducing waste. Pre-emptive interventions to reduce pollutants during the construction phase and as an active venue. The Carbon Neutral Plan will be implemented to:
 1. improve the energy efficiency and resilience of buildings. Building the skills and jobs required to do this will strengthen our local economy
 2. source more from clean, renewable sources, help build businesses that create local renewable energy capacity and support our local economy
 3. buy less, throw less away, reuse more, recycle more to reduce the carbon arising from consumption and waste
 4. green spaces are protected and enhanced making RBG more resilient to climate change and support carbon neutral living.

In addition, the Biodiversity Action Plan will ensure that the development scheme does not cause fragmentation of wildlife corridors; mitigation to prevent this (for example, through landscaping) is included before planning permission is granted. Rehabilitation and restoration of existing fragmented corridors will be promoted

- support the local retail outlet in the park by driving more footfall to the area, creation of jobs during the renovation of the Winter Gardens and the appointment of a commercial operator provides jobs at the Living Wage, and economic development for the immediate area, aligning with The Mayor's Economic Development Strategy for London
- reinstate the Winter Gardens to its former glory, second to Kew Gardens in scale, and within the unique setting and years of inaccessibility places it in the 'hidden gems' realm of cultural assets that will attract local, national, and international visitors. The Winter Gardens is also supported by residents, Friends of Avery Hill and local historical societies and groups. There will be alignment with the Destination Management Plan in the process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment. Using the strategic approach to the creation, programming, and promotion of events in Greenwich
- embed social value in the procurement and commissioning activities and using our buying power to support local businesses and keep Council taxpayers' money in the Borough. This aligns with the Industrial Strategy: Tourism Sector Deal.

4.4.2 Explain how the bid aligns to and supports the UK Government policy objectives. For Northern Ireland, Scotland and Wales: In addition, explain how your bid aligns to any specific policy objectives, legal and statutory commitments relevant to the devolved administrations. (500 words)

Levelling Up

This bid aligns with two of the investment themes of the Levelling Up Fund; maintaining and expanding the UK's cultural and heritage assets and local transport projects that make a genuine difference to local areas. It also aligns with the Levelling Up White Paper Missions in the areas of Education, Skills, Health, Wellbeing, Pride in Place and Transport Infrastructure.

Climate Change

Royal Borough of Greenwich has adopted a policy of net carbon for all 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.

It is intended that the Winter Garden refurbishment becomes an exemplary 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.

The bid aligns with the UK's Net Zero Strategy: Build Back Greener, Clean Air Strategy, Decarbonising Transport: A Better, Greener Britain and the Heat and Buildings Strategy. The proposed investments will encourage an increased shift from car use to active modes of travel, reducing emissions from domestic transport. Additionally, it supports the government's goal to virtually decarbonize all buildings. It will also help reduce air pollution which is the largest environmental health risk in the UK. Using the fund to make Winter Gardens more accessible will support the Prime Minister's 10-point plan (point 5) by increasing the share of journeys by walking and cycling.

Covid recovery

The bid aligns with UK government's key COVID-19 recovery plans which have a key role in supporting the Levelling Up of the UK; the Hospitality Strategy and Tourism Recovery Plan.

The bid will also support the UK Hospitality Strategy as investment in the Winter Garden will create a focal point and driver in the Eltham hospitality and leisure economy. The bid will lastly support the Tourism Plan by supporting the UK's domestic tourism industry. It aligns with the strategy, as the bid will help realise and exploit benefits for local visitor economies. The increased accessibility for pedestrians and cyclists enabling residents and visitor better access to and travel to attractions (parks and gardens, retail, food and drinks and experiences).

4.4.3 Where applicable explain how the bid complements / or aligns to and supports existing and / or planned investments in the same locality. (100 words max per fund)

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.

The changing room refurbishment totals around £2 million of investment (including public sector decarbonization scheme funding) and has seen a ground source heat pump and solar panels added to the new shower and toilet facilities.

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 and a 'sky bar' which 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.

4.4.4 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. (250 words)

The Winter Gardens site is well served by public transport including numerous bus routes and two railway stations within a 15-minute walk. As such, the project does not include significant road upgrades as visitors will be encouraged to travel to the site using active modes of travel or public transport. There will be limited work involving resurfacing the access road and car park as well as the installation of 4 electric vehicle chargers.

The project will build on existing cycling assets including a cycle route of 1.8km which was installed around the perimeter of Avery Hill Park in 2013, funded by and linking into The London Cycle Network (TfL). The pathway is 2.5m wide to facilitate shared cycle / pedestrian use and is of a bonded gravel finish. Recent cycle lane improvements through Eltham High Street will also aid cycle access to this site. The refurbished Winter Garden will include safe, secure, cycle storage, both for staff and visitors, further encouraging cycling.

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.

4.4.5 Please tick to confirm which of the following Levelling Up White Paper Missions (p.120-21) your project contributes to: - Living Standards - Research and Development (R&D) - Transport Infrastructure - Digital Connectivity - Education - Skills - Health - Wellbeing - Pride in Place - Housing - Crime - Local Leadership And write a short sentence to demonstrate how your bid contributes to the Mission(s).

Living Standards - this project will increase investment and footfall into the area, strengthen the economic health of the high street and create additional employment opportunities.

Transport Infrastructure – this project will improve walking and cycling facilities in and around the Winter Garden site and wider park encouraging a shift to active travel as well as providing 4 electric vehicle chargers.

Education – this project will provide an educational attraction for local school groups and the wider community including specifically designated learning space.

Skills – this project will work with the council's work support service (GLLaB) to support apprenticeships on site in conservation, construction and horticulture, and volunteering opportunities will be created in partnership with Volunteer Centre Greenwich.

Health – this project will improve health outcomes by encouraging a transition to walking and cycling as well as greater use of the park, and specifically mental health outcomes through the increase in quality green space for residents.

Wellbeing - this overarching levelling up goal is met through a combination of factors, in this project through increased employment opportunities, active travel and recreation, improved health outcomes and increased pride in place.

Pride in Place - this project will deliver a nationally significant public attraction and community facility which will increase visitor numbers and which local residents can be proud of.

5.1 Appropriateness of data sources and evidence**5.1.1 Please provide up to date evidence to demonstrate the scale and significance of local problems and issues. (500 words)****Education**

The % of Greenwich residents with NVQ4 and above qualification (58.2) is lower than the London average (58.9). Additionally, residents with NVQ3 and above qualification (70.5) is lower than the London average (71.4). The % of economically active with NVQ3 in Greenwich (14) is lower than England (16.9) and the UK's (16) average. Those with a lack of education have lower lifetime earnings which will exacerbate socio-economic issues within Greenwich/Eltham.

Employment & Income

Unemployment % in Greenwich (6.4%) is higher than London's (5.6%) and Great Britain's (4.4%) average. The claimant % in Greenwich (5.3) is higher than London's (5.0%) and GB's (3.9%). Income also an issue as 25% of people in Greenwich in 2017 earned below the London Living Wage.

Crime

Overall crime rate in Greenwich in 2021 was 87 crimes per 1000 people, which is 0.23% higher than London's average rate. The most common crimes in Greenwich are violence and sexual offences with a crime rate of 31, higher than London's average 27. There were 3,370 Violence against the person crime recorded in Eltham wards between July 2019 and June 2021. The second most common is ASB with a crime rate of 29. Eltham South was ranked the 3rd most dangerous neighbourhood in Greenwich in 2021 with a crime rate of 140.

Environment

The highest source of emissions are domestic buildings (308 CO2) followed by road transport 257 CO2 and 92% of transport's GHG emission came road transport (fossil fuel). Greenwich was ranked as the 14th most affected London borough from health effects associated with poor air quality.

Health & Environment

The proportion of people walking and cycling once per month (82.4/75.2), once per week (76.1/68.9), three times week (52.8/46.9) and five times per week (42.1/35.3) has decreased between 18/19 and 19/20. In 2020 Greenwich the proportion of adult walking and cycling was below the London average for the first time since 16/17.

Health

The number of working age people claiming Incapacity Benefit and Employment Support Allowance due to mental problem has increased. The number of Incapacity Benefit and ESA claimant has gone up by 110 between May 2017 (5470) and May 2018 (5580).

The prevalence of obese (including severely obese) children in Year 6 in 2019/20 28.2% is greater than the London average 23.7%.

The prevalence of obese children in reception 13.9% is greater than London average 10.%.

The prevalence of overweight children in Year 6 is 15.2 is bigger than London average 14.6%.

Prevalence of overweight children in reception 13.6% is greater than the London average of 11.6%.

5.1.2 Please 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. (500 words)

A range of sources, documents and web-based applications have been used to verify the information in 5.1.1. An accurate picture of the challenges faced was created by cross-referencing multiple up-to-date sources. The following sources were used to create a robust, current, and unbiased evidence base:

English Indices of Deprivation- Published by DLUCh(MHCLG) and is the official measure of relative deprivation in 32,844 small areas or neighbourhoods in England. The data indicators are used to construct the Indices of Deprivation 2019 and are based on the most up to date information. The technical report, statistical report and mapping resource were all used for robustness.

See Appendix C for Greenwich

NOMIS- NOMIS is a service provided by Office for National Statistics (ONS), the UK's largest independent producer of official statistics. They publish statistics related to population, society, and the labour market at national, regional and local levels. These include data from current and previous censuses. It was used to compare local qualifications and unemployment data in Greenwich.

Annual Surveys of Hours and Earning- The percentage of employee jobs in London paid below the London Living Wage by borough. It was created by the ONS

DfT Walking and cycling statistics – Source uses data from two main sources the National Travel Survey (NTS) and Active Lives Survey (ALS).

CrimeRate.co.uk- Crime Rate shows crime trends in England. It looks at various crimes such as ASB, Bicycle Theft, Drugs and violence and sexual offences, at county and city/ton and neighbourhood level. It is a credible source used and cited by government bodies including the United Nations and is updated on monthly basis.

LG Inform – It is a local area benchmarking tool from Local Government Association (LGA). It was used to gather data regarding qualification and vacancy rates.

PHE Health Profile 2019- Health overview of Greenwich. It contains data on range of a health indicators to assess Greenwich's health challenges against national average.

Royal Borough of Greenwich Air Quality Action Plan 2017-2021- provides air pollution data within the London Borough of Greenwich.

Eltham 2022 PCN Health Profile – Data relating to deprivation, health and crime in Eltham and surrounding wards.

Prevalence of Childhood Obesity- The data shows the prevalence of underweight, healthy weight, overweight and obese children and covers children in Reception year (age 4-5) and Year 6 (aged 10-11)

Incapacity Benefit and Employment support claimants due to Mental illness- Provides the number of claimants where the reason is Mental and behavioural disorders.

London Energy and Greenhouse Gas Inventory (LEGGI), 2019- LEGGI provides an estimate of the energy consumption and GHG emissions for Greater London Area.

5.1.3 Please demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions. (250 words)

Below shows that the scope of the data is appropriate for [specify] where the targeted intervention(s) will occur.

Socio-economic problem:

Deprivation

Source:

English Indices of Deprivation 2019 (IoD2019); mapping, statistical and technical report

Scope/Rationale:

LSOA's within Greenwich, specifically Eltham South, North and West.

Socio-economic problem:

Education

Source:

IoD2019, NOMIS and LG Inform

Scope/Rationale:

IoD2019 to highlight LSOAs within city centre with high education deprivation. NOMIS and EIAoD to provide local and regional data to contextualise challenge.

Socio-economic problem:

Employment and Income

Source:

NOMIS, Annual Survey of Hours and Earnings (ASHE)

Scope/Rationale:

NOMIS- Unemployment and claimant data within Greenwich, London, and GB.

ASHE- Employees in Greenwich living below the London Living Wage

Socio-economic problem:

Health

Source:

Eltham PCN Health Profile, Greenwich PHE health profile and IoD019, Incapacity Benefit Claimant Profile, DfT Walking and Cycling statistics

Scope/Rationale:

IoD2019 to highlight LSOAs with high health deprivation and Health profile forward level health data.

Socio-economic problem:

Crime

Source:

Crimerate.co.uk,

Scope/Rationale:

Local crime data at neighborhood and town level data.

Socio-economic problem:

Environmental

Source:

DfT Walking and Cycling statistics, LEGGI

Scope/Rationale:

Greenwich CO2 emission and alternative to GHG emitting mode of transport.

5.2 Effectiveness of proposal in addressing problems In this section applicants should clearly set out how the activity described in the bid will address the challenges identified.

5.2.1 Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems. Quantifiable impacts should be forecasted using a suitable model. Theory of Change evidence should be identified and referenced. (750 words)

The proposal seeks to address a number of predicted future physical problems with the site:

- Continual deterioration of the site
- Structural issues related to the connection to the school site

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 (**Appendix D**) 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 (**Appendix F**) 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.

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 addition, we must address the issues that affecting the people of the area as details in the Theory of Change.

Additional

The following points should be reviewed alongside the diagrams contained in the document **Appendix G – 5.2.1 Economic Theory of Change**

Winter Garden

Figure 1

- This aspect focuses on the impact of redeveloping the Winter Garden building into an entertainment/cultural hub location to be run for profit by a third-party commercial organisation. This will reinvent the building that was once the centre of the local petition, into something the community will relish. This will improve the image of the area and increase wider utilisation of related/connected assets. 89% investment of budget will see:
 - a very significant increase in the property value within the immediate vicinity. 70% of the overall land value uplift due to improved image of the area
 - 90% of the benefit associated to education, skills, and training from new roles
 - A further 90% of benefits are associated with increasing employment/income in/from the area
 - 20% associated with health in such areas as mental well being
 - Finally, 10% associated with improvement to the environment

Environment and Health

Figure 1

- This aspect focuses on the impact of redeveloping the wider area around the Winter Garden improving access to cycling and walking and allowing ULEV charging. 11% investment of budget will see:
 - a significant increase in the property value within the immediate vicinity. 30% of the overall land value uplift due to improved image of the area
 - 10% of the benefit associated to education, skills, and training from new roles – increasing staff supporting people in the park. Wayfinder/route mapping

- A further 10% of benefits are associated with increasing employment/income in/from the area
- 80% associated with health in such areas such as reduction in mortality through increased exercise
- Finally, 90% associated with improvement to the environment due to the CO₂ savings from ULEV charging.

5.2.2 Please describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs. Key factors to be covered include the quality of the analysis, the quality of the evidence and the accuracy and functionality of the models used. (500 words)

REGENERATION OF WINTER GARDENS

- Assumptions
 - This development will benefit the local population by improving the image of the area and encouraging new visitors and residents. The Winter Gardens, and surrounding park, will become a more interesting place for locals and external resident to visit. This will drive up business in the park, improve health and potentially increase footfall into the town (people walking through the park).
- Validation of assumption
 - The regeneration will affect property prices within the immediate vicinity of the project and the CBRE clearly explain this on their site (<https://www.cbreresidential.com/uk/en-GB/news/news-regeneration-results-36-annual-uplift-house-price-growth>). We have been conservative in using this benefit
 - The construction work generated by the project will benefit the wider area and the UK generally. Construction brings workers/people into the area and those people invest in the local infrastructure (shops, pubs, accommodation, etc...). There work also returns financial benefits to the UK economy via taxes etc... This is all supported by the CBI in the document <https://www.cbi.org.uk/articles/fine-margins-delivering-financial-sustainability-in-uk-construction-by/>

GENERAL IMPROVEMENT TO PARK AND ULEV

- Assumptions
 - This development will benefit the local population and draw people into the area who would not have previously chosen to come to the Winter Gardens
 - Potentially increasing people passing through the park, will result in increased footfall into the town – this has not been monetised, but presented as a secondary benefit (town is 0.9 miles from site, but connected to the park)
 - Increasing access to ULEV charging reduces CO₂ and improves health and environment
 - Encouraging more cycling and walking by improvement routes and information will reduce morbidity costs by improving health
- Validation of assumption

- The UK Government Publication – “Why do Parks Matter” (<https://publications.parliament.uk/pa/cm201617/cmselect/cmcomloc/45/4505.htm>) clearly outlines the benefits around increasing people, and improving well being. Likewise this report (<https://www.gov.uk/government/news/visits-to-parks-on-the-rise-as-city-dwellers-head-outdoors>) show that going to parks is on the rise. Hence developing a park/green space will encourage people out of their homes and into this open area
- To validate the ULEV charging and solar panels, the following research has been supportive
[https://www.researchgate.net/publication/305649629 Economic and CO2 Emission Benefits of a Solar Powered Electric Vehicle Charging Station for Workplaces in the Netherlands](https://www.researchgate.net/publication/305649629_Economic_and_CO2_Emission_Benefits_of_a_Solar_Powered_Electric_Vehicle_Charging_Station_for_Workplaces_in_the_Netherlands) <https://ieeexplore.ieee.org/document/7520273>
<https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKewjH2tvkhdL4AhXvSkEAHcf0C6EQFnoECCkQAQ&url=https%3A%2F%2Fwww.mdpi.com%2F2032-6653%2F8%2F4%2F996%2Fpdf&usg=AOvVaw1aCRJ3RR2xK711-biCBj2M>
- Walking and cycling benefits and economic returns are supported by documents such as the DfTs “Valuing Health Benefits of Transport Schemes”

OVERALL

Generally, when assessing the financial position, we have been lean in our approach (chosen a lower option than the max achieved). This can be seen by our estimates on properties being affected and number of people increasing walking/cycling. We feel that this could prove a better return than expected, but do not wish to overestimate our position.

5.3 Analysis of costs and benefits In this section applicants should describe and explain the costs and benefits in the relevant Costings and Planning Workbook – Tables A – Economic Benefits and Table A - Economic Costs They should provide an explanation of how benefits and costs are analysed and estimated, and how this approach is proportionate for the proposal being submitted. All costs and benefits must be compliant or in line with HMT’s Green Book (including supplementary guidance), DLUHC Appraisal Guidance, and if appropriate Transport Analysis Guidance. Package bids need to demonstrate both the overall package costs and benefits, and the disaggregated costs and benefits for each component project. Supplementary tables for component projects should be completed in full.

5.3.1 Please explain how the economic costs of the bid have been calculated, including the whole life costs. (500 words)

The financial costs of the development of both aspect of this overall project have been quantified by experienced surveyors and based in the cost point of 2022 (current costs). Although the financial costs are set over the coming 3 years, there has been no application of inflation upon those costs as defining the uplift timescale would be guess work. Alternatively, a constructive contingency amount has been built into the financial pricing to allow for both changes in scope and costs driven by inflation and demand.

The economic costs associated with delivery of this project have been gathered from identified sources and where required re baselined to 2022 utilising metrics such as inflation available from the

ONS website (most metrics have been left at the route value to avoid overestimating the benefits). Returns are adjusted for inflation based on the highlighted predicted inflation rates (financial case) up to 2026 and then an implied trend increase for the remaining period.

The Green Book sets construction work optimism bias at either up to 24% (Standard Building) or up to 51% (Non-standard Building). Due to the age, nature, and period of unuse the Council feels that this building is non-standard. Although the Council are comfortable with the costings, we feel there is a high level of uncertainty around what may be discovered. This has led to the Council to currently apply the maximum 51% bias for calculation purposes.

In relation to the whole life cost delivery of all aspects of the bid, current operational information from like environments (e.g. LUF 1 Developments, other Council run developments) have been used to identify the ongoing operational costs. These costs have then been adjusted for common metrics (inflation, bias) to ensure ongoing delivery is both capable and cost neutral to the Council. Any income will be reinvested in this development or developments directly related.

5.3.2 Please describe how the economic benefits have been estimated, including a discussion and evidence to support assumptions. (750 words)

Wider - Monetisable Cash Benefit - Return on New Construction -28%

Socio Economic Problems Addressed:

Education and Training, Employment and Income, Deprivation, Crime

The CBI report (<https://www.cbi.org.uk/articles/fine-margins-delivering-financial-sustainability-in-uk-construction-bv/>) states that for every £1 of construction the return on value to the UK is £2.92.

Basing purely on the construction costs of £4,460,496.00 the financial benefit would be £13,024,648. This would be recovered up to April 2025

Wider- Monetisable Cash Benefit - Increasing Cyclist to lower Morbidity - 19%

Socio Economic Problems Addressed: Health

The value of a prevented death is £3,229,000 per year (Valuing Health Benefits of Transport Document). Population of Greenwich is 126,600. If, by implementing the cycle hub, we can encourage 1% of that population to carry out 100mins plus per week cycling then the 2,545 people would reduce the number of deaths per year by 0.6 or £963,460.33 per year. This would be applied from year 3 and adjusted for inflation

Wider- Monetisable Cash Benefit - Increasing Walking to lower Morbidity - 31%

Socio Economic Problems Addressed: Health

In line with improvements for cycling (wayfinder plus maps of routes), It is estimated that the development will encourage 1% of the Greenwich population to increase their walking in excess of 168 minutes per week. The monetary impact calculated on 2,545 people is £1,549,920. This is applied, adjusted for inflation, from year 3 onwards. Source is "Valuing Health Benefits of Transport Schemes" as per cycling

Indirect - Cash Releasing Increase in Rateable Value - 26%

Socio Economic Problems Addressed: Employment and Income
CBRE state that there is a 1.5% uplift in rateable value on houses within 0.5 miles of regeneration. Present market value for the area (according to RightMove) is £654,165. For the BCR we have only focused on properties within 0.25 miles as this is a smaller localised development. The uplift equates to £9,812 per home. In the immediate vicinity we estimate 1,250 homes will be affected. The equates to £12,265,000 applied in year 4

Wider- Monetiseable Cash Benefit - Removal of fossil fuel car journeys - 4%

Socio Economic Problems Addressed: Environment
In the paper (<https://www.eea.europa.eu/ims/co2-performance-of-new-passenger>) the average car generates 122.3 g CO₂/km (2019). The average life of a car is 10 years. Working on a each charger being in use for 6 hours on average in every 24hr period, and the average range of a ULEV as 280Km then for 6 (7KVA taking longer than Raid Chargers) charges we are looking at 1,680 Km or 2.05 tones of CO₂. The UK Gov report New legislative powers for ULEV infrastructure (DfT00376) implies that a tone of CO₂ has a carbon saving value of £61.62. The bank of 7KVA chargers in operation for 10 years would have a carbon saving of 22,447 tones of CO₂ or £1,383,214.95
Additionally the chargers would save (based on 17.5 Km/ltr) £507,204.00 on fuel over 10 years

5.4 Value for money In this section applicants should set out the Value for Money (VfM) of their bid, taking account of monetised and non-monetised impacts and risks and uncertainties. Prior to completing this section the application should complete the relevant Costings and Planning Workbook – Table A – VfM

5.4.1 Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios (BCR). (500 words) If a BCR has been estimated, please provide the BCR of the proposal below. If you only have one BCR, please enter this against the 'initial' BCR. 'Initial' BCR (single bid) 'Adjusted' BCR (single bid)

SUMMARY OF VfM "Avery Hill Winter Gardens"

The cost of development of the project overall is £11,696,979 with a predicted investment return over a 10-year period of £51,957,477.35. This return has been based on tried and tested monetised benefits and applied in a lean manner to ensure no over-estimating.

The BCR calculated is 2.78 (for every £1 invested a return of £2.78) is expected. This return will be felt locally and nationally and at 2.78 it represents a strong investment opportunity.

In addition to the financial returns, we have identified non-financial returns (e.g., image of the area, additional footfall into the close town centre) that will have a significant impact to the area. Some of the impact will be monetary, but this has not been considered in the BCR calculation due to the geographical distance.

The BCR has been calculated using the supplied spreadsheet. This takes into account inflationary increases over the next 10 years, discount application and optimism.

We have chosen a 10-year timeframe because construction/redevelopment and landscaping is involved, will need time to settle and mature to receive full benefits.

We have categorized the benefits as:

- Indirect – Cash Releasing = Those bringing income into the area indirectly – e.g. increases in rateable values
- Wider – Cash Releasing = Income across the wider UK due to the development – e.g., reduction in morbidity.

These categories are relevant and reflective of what we are trying to achieve for the borough of Greenwich.

5.4.2 Please describe the nonmonetised impacts the bid will have and provide a summary of how these have been assessed, including the expected scale of these impacts. These will be factored into the overall Value for Money assessment of the bid. (500 words)

The following are non-monetised impacts the bid will have and the basis for the assumptions;

- Increased footfall and tourism in the Town Centre. The improved physical condition of this heritage assets and developments in the park to increase use, will attract visitors and retain residents, who would otherwise travel outside the Town for retail and leisure. This has not been quantified but experience elsewhere shows this impact (<https://www.localgov.co.uk/Repurposing-town-centres/50255>, <http://www.regenwales.org/upload/pdf/021116110857Case%20Study.pdf>)
- The scale of this impact in relation to this project is moderate, and we would expect these people to potentially return and add to the monetised benefits
- Crime and fear of crime. Research shows: “A greater diversity of use in town and city centres is likely to reduce crime and fear of crime” (<https://www.bre.co.uk/filelibrary/Briefing%20papers/102417-Crime-Hotspots-Briefing-Paper-v4.pdf> (p12)). Although not directly connected to the town, the improvement in appearance and pride due to the Avery Hill improvements should drive down certain crime aspects. The scale of this impact is moderate to high. As you increase diversity crime lowers and people are more interested in being part of the area, this increases monetised benefits indirectly
- Mental Health. Encouraging people to use green space leads to improvement in mental health. This is supported by the Birmingham study from 2015. The scale of this impact is moderate to high based on the referenced document
- Apprenticeships. In-line with the UK Government Social Value Plan, the Authority will ensure that the suppliers managing delivery ensures that there are offering apprenticeship opportunities. The scale of the impact is low to moderate as the delivery is constrained by other factors (i.e., availability of interested individuals, support from education establishments)
- Greater pride and satisfaction in living within the Avery Hill area. The overall impact of the other factors, physical regeneration, investment and wider choices for local cultural activities will lead to increased satisfaction of living in the area. Development of the Winter Gardens has been a significant issue with the local residents. The scale of the impact is high but will take time to achieve.

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 drive wider unexpected benefits within the residents and non-residents. The recent 'Sparkle in the Park' event (immersive light trail under twinkling trees, fantastical fire art installations and interactive experiences) 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.

5.4.3 Please provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid. (250 words)

The detailed risk log can be found in Appendix K.

Red risks:

- Significant growth in construction inflation increasing costs above the level of funding. Mitigation: Constant monitoring of costs. Funding sought to include expected inflation. A quick start date sought in order to minimise the likelihood
- Lower than expected house price increase due to external factors (e.g. recession). Mitigation: No mitigation, out of the control of the council

Amber risks:

- Condition of the site is worse than that currently identified. Mitigation: Condition survey to be reflected on and updated as required.
- The work on the business plan fails to identify a secure future for the site as a venue. Mitigation: Extensive work and stakeholder engagement to date has provided assurance on direction of travel.
- Planning permission and listed buildings consent will be needed for the site which has the potential to introduce significant delays. Mitigation: The Council will continue to engage with planning and engage suitable expertise in this area to minimise the chances of delays.
- Lower than expected uptake generating lower returns on health. Mitigation: Advertising the improvements, running events to encourage people to engage.
- Under use of ULEV charging facilities. Mitigation: Advertise availability using apps (e.g. ZapMap). Cost the usage keenly.

Green risks

- Failure to gain the buy-in and approval from key stakeholder groups. Green risk. Mitigation: Continual engagement sought with key stakeholders. Support sought and gained from the 'Friends of Avery Hill Park' and the local MP

5.4.4 We would expect an Appraisal Summary Table, to be completed to enable a full range of impacts to be considered. This should be consistent with the relevant appraisal guidance for the

bid. For package bids, please provide an Appraisal Summary Table for each component project. For Regeneration or Cultural bids, the Appraisal Summary table should be consistent with the DLUHC appraisal guidance. For Transport bids it should be consistent the Transport Analysis Guide. Any additional evidence to support your responses to this section should be referenced within your responses (5.1.1 – 5.4.3) and attached as a single annex.

For Regeneration or Cultural bids, applicants are encouraged to submit an Appraisal Summary Table consistent with the DLUHC appraisal guidance for their project. For transport bids, applicants are encouraged to submit an Appraisal Summary Table consistent with the Transport Analysis Guidance for their bid. For package bids, applicants are encouraged to submit an Appraisal Summary Table for each component project consistent with the relevant appraisal guidance for the theme of the project. Any additional evidence to support your responses to this section should be referenced within your responses (5.1.1 – 5.4.3) and attached as a single annex. Applicants should provide specific appraisal output spreadsheets where relevant, including Active Mode Appraisal Toolkit, Local Highways Maintenance Appraisal Toolkit, Small Scheme Appraisal Toolkit or Transport User Benefit Appraisal (TUBA) outputs.

The following are aspects of the bid will have and the planned, negative and positive routes;

- Cost of development on public funds
Planned: 90-95% accuracy of current costs based on 2022 position and augmented for future years
Negative: Cost higher than expected. Impact on delivery effected, BCR maintained by removing the aspects with limited returns (e.g. park gym equipment)
Positive: Cost lower than expected. Impact on delivery would be to integrate improvements but only with associated improvements to BCR
- Appropriate BCR calculated
Planned: 90% in calculated BCR
Negative: Risk and impacts arise that reduce the BCR. 95% confidence that any impact will not lower the BCR below 2
Positive: Higher than expected returns demonstrated. BCR higher than predicted, likelihood of this occurring 80%
- Unmonetised Benefits
Planned: 90% confident that the unmonetised benefits would not be affected by risk and impacts arising
Negative: 90% confident that the unmonetised benefits would not be affected by risk and impacts arising
Positive: 90% sure that additional unmonetised benefits will be identified
- Optimism Bias
Planned: 90% confident that the percentage applied is accurate based on current knowledge
Negative: Potential for the OB to be higher than expected estimated at less than 80%. Occurrence will lead to removal of aspects to maintain costs and BCR
Positive: Potential for the OB to be lower than expected estimated at less than 80%. Occurrence would lead to additional funds to be released to enhance the project
- Risk on delivery and BCR

Planned: 90% confidence in the identified risk to delivery and BCR
Negative: Less than 80-85% expectation on additional risk being found
Positive: 95+% expectation on the risk not rising to fruition.

- Project delivery life span
Planned: 90% confidence on the 10year lifespan to return the predicted BCR
Negative: Less than 70% expectation that the BCR will not be
Positive: 80% confidence that the BCR may be

6.1 Financial

Within this section applicants are required to provide clear and robust details of the financial aspects of the bid, including sources, secured status, and type of match funding, project costs, financial risks and mitigation measures, and how funding is structured – e.g. if you are intending to further disburse the LUF grant with bid partners. Management and consultancy costs should be clearly shown within the project budget, and any work to be sub-contracted explained within the application form. Prior to completing this section applicants should complete the relevant Costings and Planning Workbook - Table B – Funding Profile and Table C – Cost Estimates

6.1.1 Please confirm the total value of your bid.

£11,696,979

6.1.2 Please confirm the value of the capital grant you are requesting from LUF.

£6,948,000

6.1.3 Please confirm the value of match funding secured. Where match funding is still to be secured, please set out details below. If there any funding gaps, please set out your plans for addressing these. (250 words)

The University of Greenwich is the current freeholder of the Avery Hill Winter Gardens.

Please see Letter of Intent from University of Greenwich (Appendix xxx) confirming:

- 1) They own the freehold.
- 2) They are currently negotiating with us re heads of terms for the sale of the property to the Council.
- 3) [REDACTED]
- 4) That they support our bid for Levelling Up Funding.

[REDACTED]

Please see Letter of Intent from University of Greenwich (Appendix xxx) confirming their contribution to costs of renovation as part of the Terms of Sale.

6.1.4 If you are intending to make a land contribution (via the use of existing owned land), please provide further details below and confirm who currently owns the land, details of any restrictions and the estimated monetary value. (250 words)

N/A

6.1.5 Please confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below. (250 words)

There are aspects of the project that have unrecoverable VAT – landscaping and soft furnishings. The total amount of VAT that will be unrecoverable will be circa £245,000, these re defined in Table C of the associated costings spreadsheet

6.1.6 Please describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget. Please advise on any assumptions. (750 words)

Wider Background

A detailed strategy and action plan has been approved with the Council and the quantity surveyors who were commissioned to 'detail' the objectives and develop costs, timeframes, and risks for the whole project.

Previous project experiences, of similar developments (within London and the wider area), were used to assess timeframes, risk/contingencies and expected development requirements. This was augmented with standard construction metrics.

In developing the final action plan, the Royal Borough of Greenwich (RBG) has considered the costs and time frames of similar developments across the country such as:

Winter Gardens Redevelopment

- Winter Gardens Bournemouth - <https://mayerbrown.co.uk/keep-up-to-date/case-studies/winter-gardens-bournemouth-project-mixed-use-development/>
- Sheffield Winter Gardens - <https://www.dhi.ac.uk/matshef/holmes/MSholmes.htm>
- Historic building case studies - <https://www.historicenvironment.scot/about-us/what-we-do/conservation/refurbishment-case-studies/>

Electric Car Charging

This aspect of the development is around improving the air quality of the city and improving the carbon footprint of the authority. The Local Government Association has done significant work on this to support authority investment.

- Electric vehicles: case studies from councils - <https://www.local.gov.uk/electric-vehicles-case-studies-councils>

Cycling and Walking Improvements

This aspect focuses on encouraging people to invest more time in cycling/walking and the associated benefits. Costs and impacts were derived from multiple locations but one of the primary case studies used was;

- CWIS Active Travel Investment Models - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/846325/appendix_4_Overview_of_evidence_on_increasing_active_travel.pdf

Although the case study focuses on active travel related to non-leisure activities (going to work), the relevance of the finding helped shaped the development and validate assumptions.

Across all of the above development aspects there are significant costs associated with construction. Cost Modelling Limited has produced a wide range of costs per m² for various types of construction that helped formulate and confirm the current accuracy of the costs. The limited demolition is estimated in the UK at £80-110 per m², whilst construction based on, restaurants, cinemas, and theatres ranging from £690 – 2250 per m² (these are similar styled venues used a comparisons).

Each individual aspect has been measured and standard metrics estimating the cost for the redevelopment applied to each, generating the costs in the spreadsheet. Certain assumptions have been made generally:

- Limited contamination expected beyond the known issues
- No need for underground service diversion
- No expected issues with wildlife
- No out of hours working

The assumptions will need to be managed to mitigate if they arise (risks have been developed and will be monitored). To support this mitigation contingency has been added to the overall project. This contingency is based on the DAE group (<https://daegroupllc.com/construction-contingency/>), and others, guidance on contingency in construction along with supported guidance around listed status of the buildings. At this stage the Authority has accepted the higher threshold of 30% (due to listed status and expected undiscovered issues) to allow coverage should any of the above assumptions need addressing, or additional unexpected costs arise.

6.1.7 Please provide information on margins and contingencies that have been allowed for and the rationale behind them. (500 words)

Applicants should provide a clear explanation of the margins and contingencies that have been allowed for and justification for these being realistic.

ALL ASPECTS OF THIS PROJECT

The margins applied for this aspect of the development are:

- Overheads and Profit (Markup) by the Prime capped @ 8%
- Overheads and Profit (Markup) for construction phases (sub-contractors) will be capped at 10%

These levels are in-line with current expected operational limits and detailed on constructionworkzone.com and designandbuilding.co.uk.

Contingency on the overall project has been set to 30% above total price to include overheads and profit costs. The contingency has been set significantly above the standard construction contingency of 10% as the building is Victorian and listed so unexpected issues are inevitable. The contingency has also been set high enough to ensure expected fluctuations in pricing due to inflation can be absorbed.

6.1.8 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-UK Government funding partners. (You should cross refer to the Risk Register). (750 words)

Outline of Risks

There is the potential for cost to rise, due to discovery of unexpected issues associated with a listed building as it is 'opened up' for the works. A robust condition survey has been undertaken already, and 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.

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.

Management of Risks

In relation to the development of this project and in support of the outline above, we have identified nine risks which are captured in in the risk register, that may have a financial impact on delivery. These are:

- Site Safety - Financial risk associated with claims for accidents and injuries on site
- Managing Change - Increased costs due to change of scope or delay to delivery
- Poor definitions of scope or bad plans - Initial scope is not sufficiently defined or the original designs are flawed
- Site Conditions - Unknown site conditions or discovery of issues such as toxic substances
- Material Cost Rise - Cost of materials for development rises beyond expectations
- Labour Shortages - Delays in work due to shortage of labour
- Equipment Theft - Loss of equipment, due to theft, delaying development
- Supply Chain Issues - Delays associated with the Supply chain to 3rd party contractors

- Poor Project Management - Costs increased due to poor project management leading to the Customer effecting the Supplier's delivery

These nine risks, can be placed into three categories for mitigation purposes:

- Category 1 – Supplier owned risks with limited or zero financial impact to delivery
 - Site Safety
 - Labour Shortages
 - Equipment Theft
- Category 2 – Supplier owned risks with financial impact to delivery
 - Managing Change (Supplier Side)
 - Material Cost Rise (unexpected)
 - Supply Chain Issues
- Category 3 – Customer owned risks with financial impact to delivery
 - Managing Change (Customer Side)
 - Poor Scope Definition
 - Material Cost Rise (Change in specification)
 - Poor Project Management

Category 1 risks are mitigated by the Supplier (prime or sub-contractor) managing the aspect at zero cost to the customer. This is insured by the Customer developing suitable terms and conditions (NEC, JCT, Public Sector based), that place clear out controls, expectations and penalties (plus rewards where necessary) to ensure that these risks do not occur.

Category 2 risks are mitigated by the Supplier (prime or sub-contractor) applying suitable contingency to the delivery to cover unexpected changes. This may not control time delays, but it should control cost overruns. Contracts based on Guaranteed Maximum Price or Target Price delivery will allow for the contingency to be clearly detailed, and if not triggered, shared back to both parties. At present we are utilising 30% contingency until we are more sure of the final delivery details.

Category 3 risks are mitigated by the Customer (the Council). The project has no Customer contingency built in, but the Council appreciate that any realisation of Customer lead financial risk will need to be covered from existing capital investment funds.

6.1.9 If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below. NB: You must ensure any further disbursement of the grant is done so in accordance with subsidy controls and public procurement rules. (750 words)

In your response, please provide the following detail:

- Partner name and address
- Role in bid and what their grant will fund
- LUF funding partner will receive (£)
- Funding method e.g., sub-grant / funding agreement etc.

It is the applicant's responsibility to ensure that any further disbursement of the grant is done so in accordance with subsidy controls and public procurement rules. The bid should detail what controls will be implemented to adequately manage the onward disbursement of the grant to any partners via a contract or sub grant.

N/A

6.1.10 What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project? (750 words)

The use of LUF will be subject to the Council's financial management arrangements. The Head of Policy & Resources is the Chief Finance Officer and has responsibility for compliance with financial standards and rules. The Council's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government.

As well as due diligence carried out by the framework providers, due diligence on the development partner is undertaken by the Director of Policy and Resources (CFO) in tandem with legal specialists. Due diligence includes: reviewing current financial status; and past track record.

The legal and governance structure for any development partner will be included as part of the development funding agreement which will be negotiated with the support of our external specialist legal counsel.

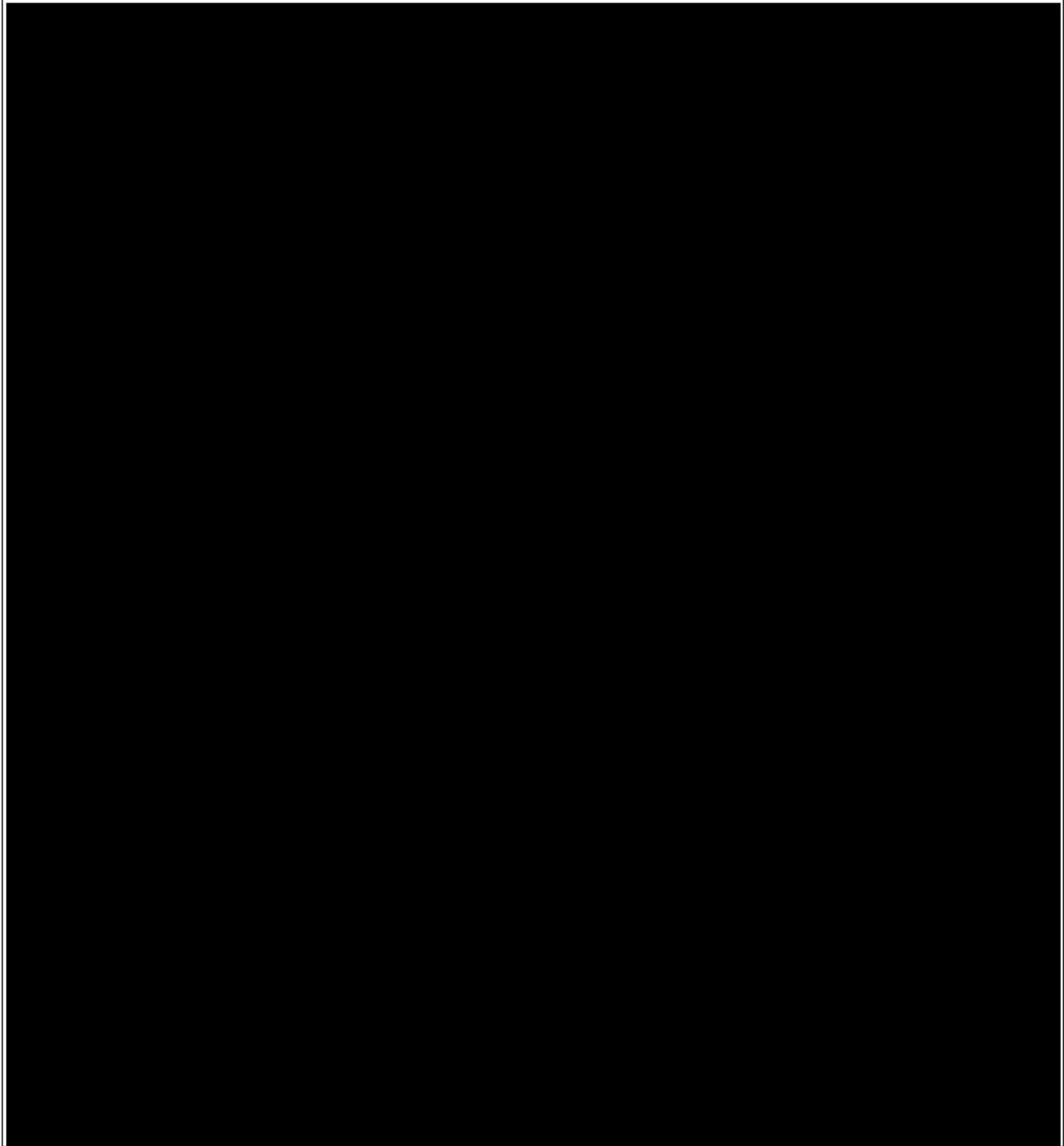
The Council has well established assurance arrangements. The Major Projects Board will oversee delivery of the LUF package. Delivery partner performance will be monitored via a monthly report, and on a quarterly basis to review overall progress and plan for the next quarter.

A detailed report will be prepared by the Delivery Partner on a monthly basis and circulated prior to the meeting for review by the SRO and Regeneration and Projects Consultant. The document is a monthly assessment of progress and will cover:

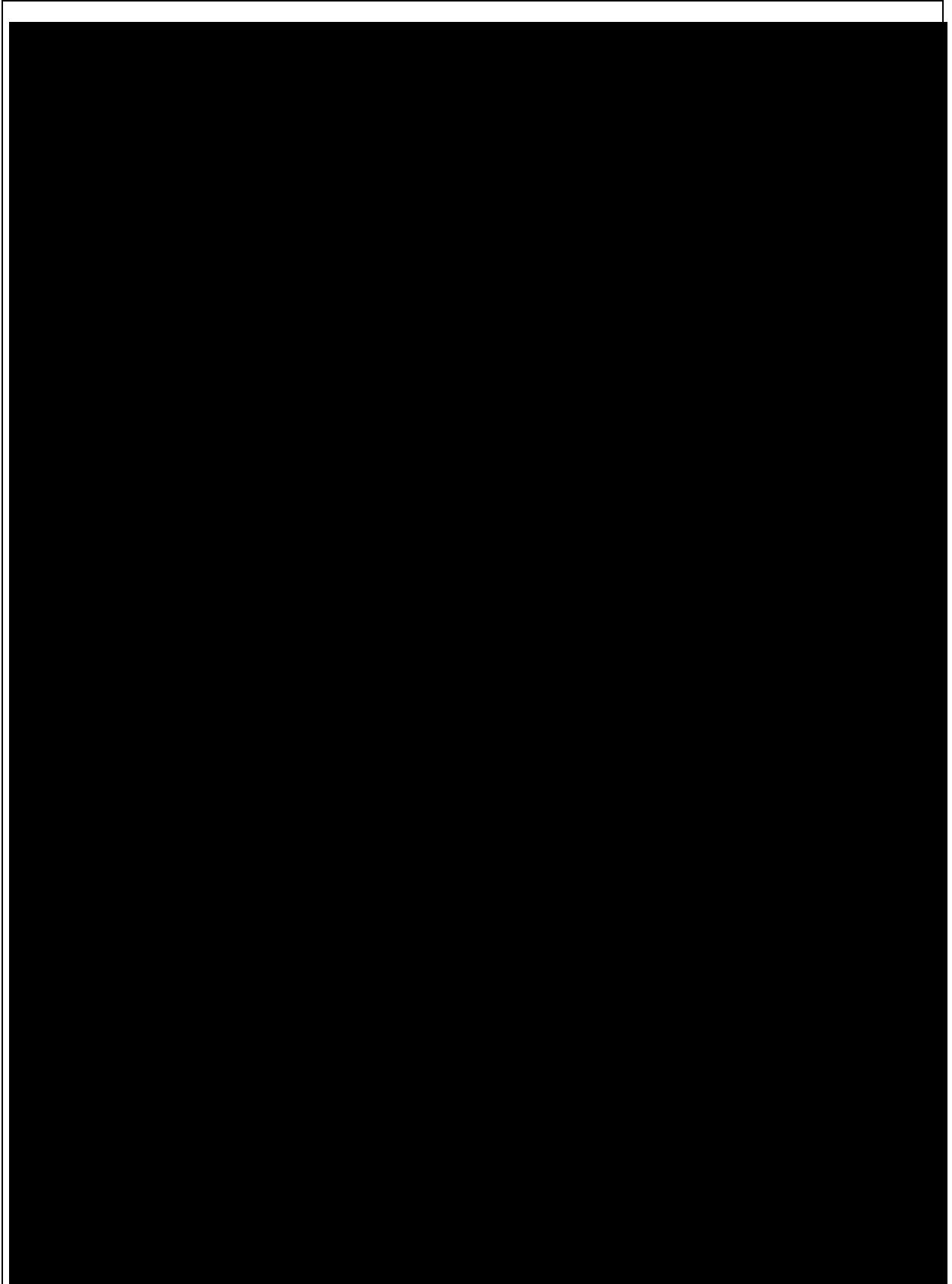
- Review of progress
- Delivery against milestones
- Design updates
- Risks Register
- Health and Safety

Quarterly reporting to the SRO and Project Board will also include financial analysis and projections (see 6.3.5 for project governance).

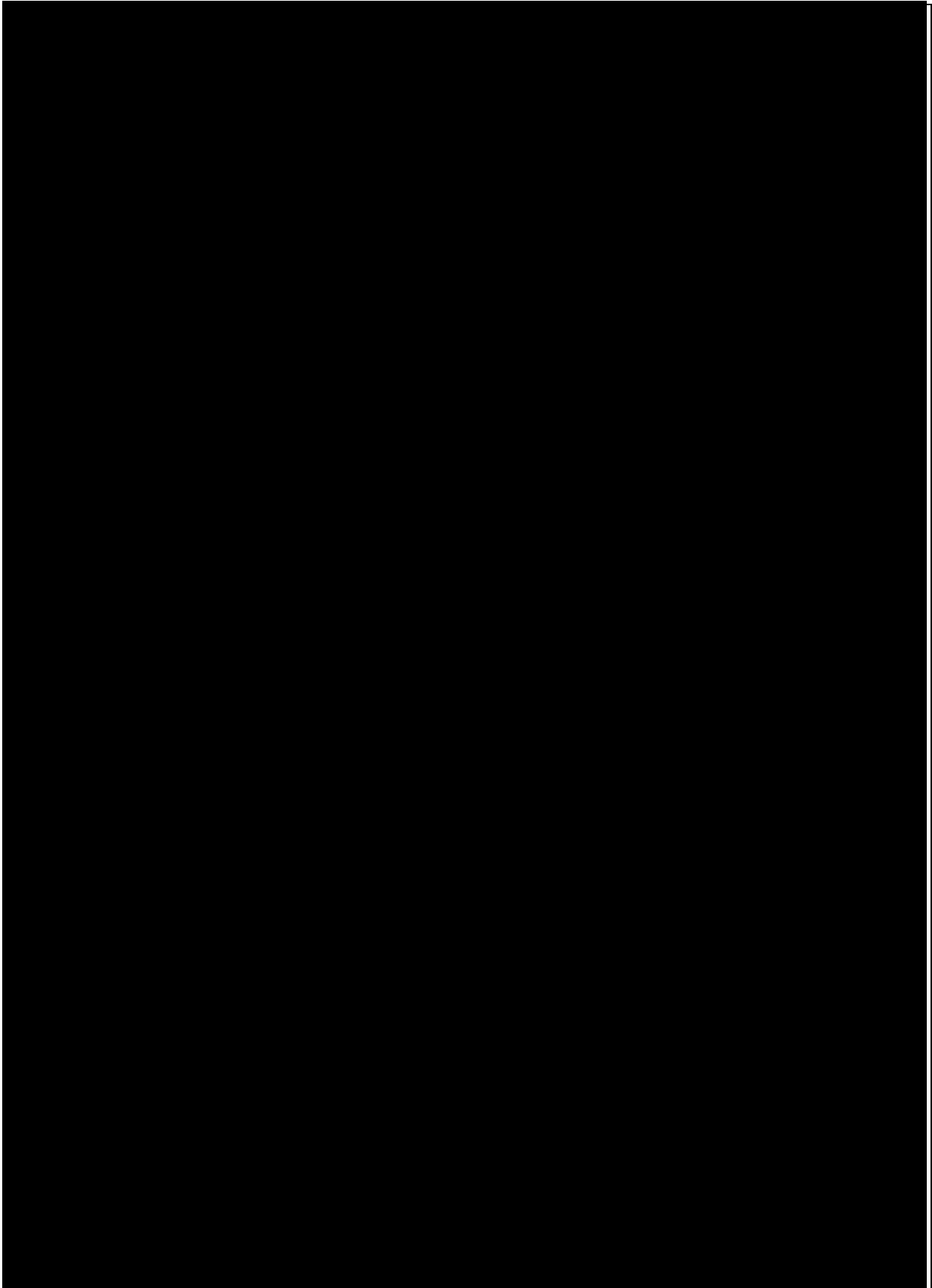
6.2.1 Please summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted. (1500 words)



Et zero



Et zero



6.2.2 Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature? If the procurement is being led by a third party and not the lead applicant, please provide details below. (500 words)

The procurement process will be managed by [REDACTED], Senior Procurement Business Partner at Royal Borough of Greenwich.

The Authority's external legal advisors are:

Freeths LLP
The Colmore Building,
20 Colmore Circus,
Queensway,
Birmingham B4 6AT

and their procurement/commercial specialist assigned to supporting the Authority, as required, is [REDACTED].

Contract management will be handled in-line with the Authority's defined operating practices, and supported by [REDACTED], Assistant Head of Legal Services
At all times will be available to provide guidance on compliance with and terms and conditions and act as the point of escalation for the Authority

6.2.3 Are you intending to outsource or sub-contract any other work on this bid to third parties? For example, where you have identified a capability or capacity gaps. (750 words)

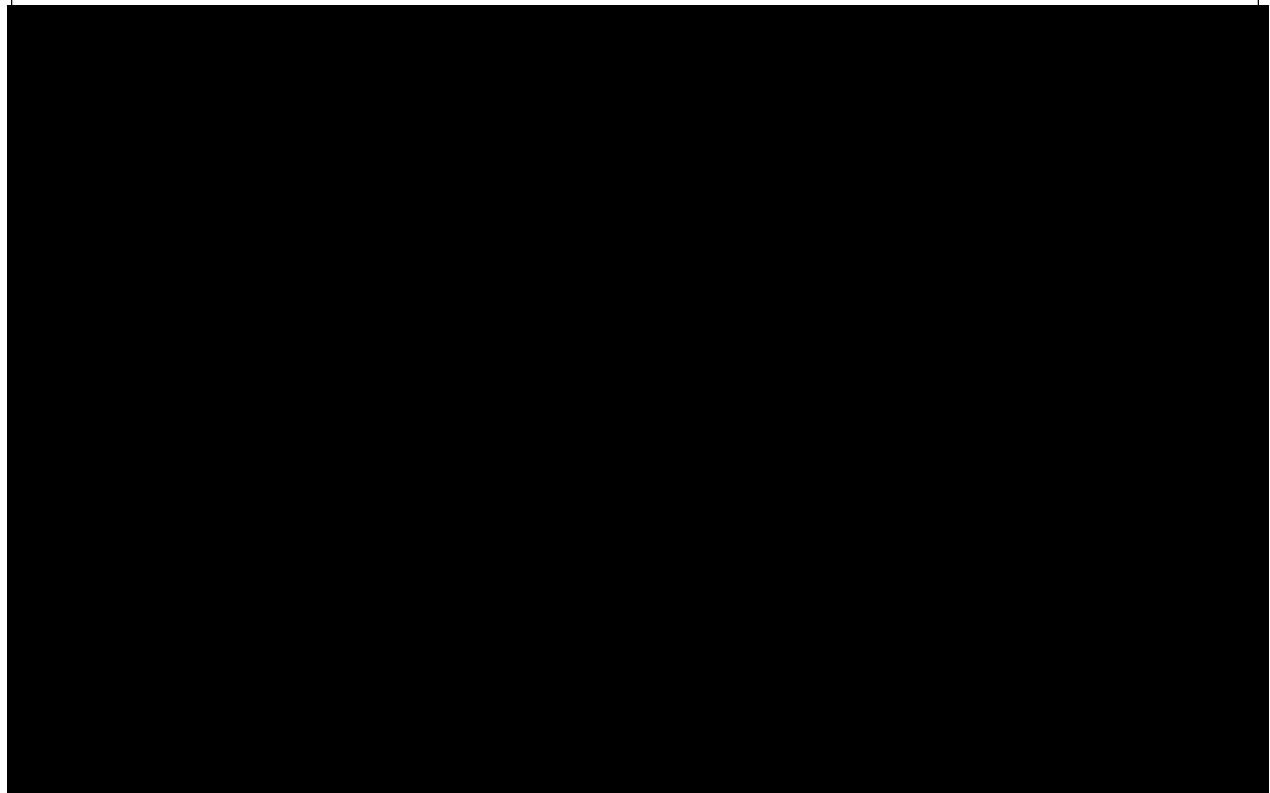
As part of the ongoing project management, the lead Project Manager will be tasked with monitoring requirements and allocating capable individuals/Suppliers who have available capacity to deliver against the identified timelines. The strategy deployed will be based on 'Matched Capacity Management' where the Project Manager forecasts the capacity/capability needs of the delivery, ensures that the Project has access to suitable Suppliers/Individuals who can deliver the need and support the capacity volume requirements, and monitors the actual delivery requirements against the predicted requirements and adjusts accordingly (bringing resources/capability in or releasing resource capability early). This will lead to identification of ongoing capability requirements, that will need to be procured by effective methods.

As a requirement is identified, the Authority will engage with the relevant part of the marketplace to 'warm up' interest and judge whether they are proposing a suitable approach/requirement to be procured. This engagement will be open and transparent, with any ideas or proposals captured and used as part of the output-based specification future the tender documentation.

For each contract to be awarded, the Authority will develop competition tender documentation in-line with PCR 2015 and standard public sector procurement practices. As a minimum the documentation will comprise of:

- Clear set of output-based requirements that the Authority will request the Supplier to address
- Instructions for participating in the competition and submitting a tender to provide the relevant deliverables by the outlined time constraints.
- Commercial and Quality workbooks containing questions to be addressed by potential Suppliers.
- Details of how responses to the Commercial and Quality Questions will be evaluated

Prior to sharing the Authority's requirements in detail, the Authority will utilise the Standard Questionnaire (SQ) along with the Financial Viability and Risk Toolkit, to ensure that any potential Suppliers are financially viable and have sufficient capacity and knowledge to be considered. This will be managed in a way that is open and does not discriminate against SMEs.



As part of the Tender documentation, the Supplier will receive the terms and conditions (based on the standard public sector Goods and Services terms), which will highlight how any delivery of the contract will be managed. As a minimum this will cover:



Once final agreements are in place, daily operation of the Supplier will transfer to the Contract Management function which will be operated in-line with the UK Government Contract Management Framework documentation and the Contract Management Playbook

The Authority and any Supplier shall appoint a contract manager for the purposes of managing any Agreement. These individuals will be responsible for performance and compliance reporting on a day-to-day level.

Regular Meetings shall take place as required by the Authority from time to time at a frequency of no less than four (4) times per Year. During these meetings, the Supplier's performance under this Agreement shall be reviewed in accordance with any defined performance requirements (SLAs and KPIs).

Where there is a failure in delivery against the performance requirements, it is here that the Authority we agree how this will be handled and finalise any penalties or similar resolution options.

As a minimum of bi-annually, there will be an update/planning meeting with the Supplier to agree plans for the next six months and allow the Supplier to present any innovation they believe will help the authority.

6.2.4 How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes. What measures will you put in place to mitigate supplier/contractor risks and what controls will you implement to ensure they deliver on quality. (1000 words)

Our Position

The Authority is aware that there will be a significant requirement around Key Suppliers to deliver all the aspects of this project. Some key Supplier will have Master Service Agreements and deliver complete Service solutions on a draw down basis, whilst other Suppliers will have direct agreements to deliver a focused part of an aspect of the overall project.

Prior to Engagement

As part of the procurement process, the Authority will ensure financial and capability risks are mitigated through the use of Selection Questionnaires focused on the delivery requirement. All

financial submissions will be verified prior to award, and where necessary Commercial Guarantees put in place. Capability to deliver will also be verified through direct communication with previous Customers. The Financial standing of Key Suppliers will be determined with appropriate financial checks based on or utilising the Financial Value Risk Assessment Toolkit available from GCS.

Post Award

Relationship Management

Initial “kick off” meetings will be held after awarding every contract so the Suppliers are clear on how the Authority will operate and what is expected of them. This relationship will be documented via a Standard Operating Practices manual that will be available to both parties (amendments can be made as relationships evolve). The manual will detail clear communication routes (commercial and technical) and all relevant reports/forms to be processed.

Contract Management

The Authority and Supplier contract management team will have access to the final version of all agreements (data library). Senior contract managers will ensure that the specific contract manager are comfortable with, and understand, all terms and conditions, as well as the standard operating practices.

Performance Management

The contract will have a detailed Schedule on Performance expectations and how this will be managed through clear, documented processes, agreed by both parties. Deviance from performance levels will be managed within this regime.

Incentivisation

Within detailed pricing submissions, by the Supplier, there will be opportunities for them to benefit from improved performance against plans (Target Pricing, Guaranteed Maximum pricing). These will be cascaded down to milestones to ensure that the incentivisation is not just focused on the final delivery. Validation of the proposed incentives will be supported by ‘Open Book’ mechanisms that can be triggered by the Authority or delivered as standard operating practices (e.g. supported timesheets).

Risk

Allocation and management of risk is central to all commercial contracts within the Authority and operated in-line with UK Government guidance and the Contract Management Playbook. The Authority will manage Suppliers to ensure that they do not generate an inappropriate balance of risk associated with an Agreement, and hence avoid the potential of poor delivery quality and/or performance. Additionally, whilst Economic and Financial standing will be required within the Standard Selection Questionnaire and using standard UK government terms and conditions, regular rechecking of the financial stability of suppliers will be undertaken.

Market Management

Et zero

Continued market intelligence gathering will be used to maintain an understanding of the market and of delivery of alternative suppliers to inform benchmarking, contingency planning and strategies for future delivery.

Exit Management

As part of the initial agreement exit management will be a key schedule. Exit planning and a strategy for when the contract ends, from the Authority side, will also be put in place in a timely manner and includes input from the contract management team.

6.3 Management

Prior to completing this section applicants should complete the relevant [Costings and Planning Workbook](#) - Table D – Milestones Delivery

6.3.1 Please set out how you plan to deliver the bid (this should be a summary of your Delivery Plan). (1000 words)

The Avery Hill Winter Garden Restoration levelling up project will transform a neglected heritage site, allowing it to meet its full potential in becoming a valued asset for the community and helping to address the identified local challenges and barriers to growth.

The council is committed to appointing a highly experienced multi-disciplinary project delivery team, employing the RIBA stages, which are set out below in the key milestones.

We propose to procure the consultants and the contractors via the London Construction Programme (LCP) framework managed by Haringey Council which has been in existence since 2012. This is a public body framework for London and surrounding Home Counties to which Greenwich are affiliated and which we have used successfully for similar projects, most notably the Plumstead Library project. The LCP is a well-managed framework, providing access to a framework manager who will assist at all points during the procurement process including soft market testing to ensure a successful outcome. The framework manager will take an active role throughout the project lifetime collating key performance data to inform new projects and manage framework contractors.

Key milestones

Each of the planned interventions is mapped onto the detailed delivery plan which is attached ([Appendix J Delivery Plan](#)). The delivery plan has clear milestones based on advice from the construction and property consultants Rider Levett Bucknall.

The Winter Garden key milestone dates have been programmed using the 5 RIBA Stages, encompassing:

- **RIBA Stage 0 (109 days) Strategic Definition** is currently underway from 1st June and will complete 1st November 2022.
- **RIBA Stage 1 (90 days) Preparation and Brief**: commence 7th September 2022 and complete 17th January 2023.
- **RIBA Stage 2 (70 days) Concept design**: commence 18th January 2023 and complete 25th April 2023
- **RIBA Stage 3 (165 days) Developed Design**: commence 26th April 2023 and complete 12th December 2023
- **RIBA Stage 4 (69 days) Technical design**: commence 13th December 2023 and complete 27th February 2024
- **RIBA Stage 5 (270 days) Construction**: commence 28th February 2024 and complete 18th March 2025
- **Handover and completion**: 18th March 2025

Dependencies

The Winter Garden cultural space intervention has dependencies on:

- successfully acquiring funding from the Levelling Up fund.

- the successful transfer of the building to RBG from the University of Greenwich. There is an agreement in place for this already, [REDACTED]
- Planning and listed building consent – see below.

Consents and Statutory approvals

RBG is the statutory body responsible for the required normal planning and building consents. The Grade II listed building consent will be submitted in line with the statutory process to the Secretary of State, subject to the successful application for Levelling Up Funding. The council will need to obtain agreement for taking back the land, this will not be a purchase and will need consideration in the contract. This will be classed as an acquisition with cash contribution. The council will need to acquire a copy of the land title before transaction with the University of Greenwich, for proof of land ownership and list a covenant.

[REDACTED]

Roles and Responsibilities Please see organogram Appendix I

Corporate Capital Projects Board – direction and oversight of the grant

SRO Mirsad Bakalovic (Director of Communities, Environment and Central and Managing Director of the council-owned companies GSP Ltd and GSS Ltd) – delegated powers to ‘sign-off’ on behalf of the Projects Board as set out in the Council’s scheme of delegations. Supported by the Project Manager. The SRO and Project manager will liaise with the University of Greenwich.

Winter Garden Project Board – accountable for the success of the project. It will support the SRO to collectively monitor and control progress.

Project Manager

The project manager will control provide oversight on a day-to-day basis, monitoring progress and reporting back to the monthly project board, who will monitor and manage progress and control the various risks, milestones and inter-dependencies utilising internal Council procedures. Reports will feed into the Council’s priority investment board which meets every six weeks.

Managing Delivery Partners

External delivery partners will report into the project team, the Winter Gardens Projects Board and Corporate Capital Projects Board regularly. Project and package expenditure and delivery against milestones, outputs and outcomes will be monitored against agreed forecasts and targets based on-going performance checks.

Benefits realisation

A benefit realisation plan will be prepared for the project, aligned to the Theory of Change. See Section 6.4, Monitoring and Evaluation for more details.

Stakeholder Management

The key stakeholders have been identified and are shown in **Appendix A and B** with letters of support.

The council's plans and proposals will be shared with all stakeholders with ongoing engagement and consultation with Friends of Avery Hill Park already in place to ensure buy-in and understanding of the community impact.

Stakeholders will be able to respond to each step of the process via our multi-channel approach to communications. This includes direct contact with our Community Engagement Officers, our fortnightly publication *Greenwich Info* (available online and in print) and - social media channels.

Monitoring Progress

As outlined in section 6.4, monitoring and evaluation will be undertaken in line with guidance issued by the Department for Levelling Up, Housing and Communities.

Project expenditure and delivery against milestones, outputs and outcomes will be monitored against agreed forecasts and targets based on-going performance checks. Progress towards the achievement of agreed delivery plan forecasts will be monitored on a quarterly basis, as outlined in the governance section, 6.3.5.

6.3.2 Please demonstrate that some bid activity can be delivered in 2022-23. (250 words)

RBG has an established Corporate Capital Board, which will oversee the Avery Hill Winter Garden Restoration project, and already has oversight of the delivery of other major projects and schemes being delivered by the authority. The key roles for the proposed project include the Project Board, Programme Manager and Projects Manager are already in position at RBG. Our Delivery Plan **(Appendix J)** shows the activity planned for 2022-23 as follows:

The Winter Garden key milestone dates that will be delivered in 2022-23 are as follows:

- **RIBA Stage 0 (109 days) Strategic Definition** is currently underway from 1st June and is planned to 1st November 2022.
 - includes Delivery Board assembly and set up
- **RIBA Stage 1 (90 days) Preparation and Brief:** commence 7th September 2022 and complete 17th January 2023.
 - includes Professional team procurement, stakeholder review period, client director, initial sign off, stage 1 report and sign-off
- **RIBA Stage 2 (70 days) Concept design:** commence 18th January 2023
 - includes architectural concept design, stakeholder design review, finalization of concept design, pre-planning review period, cost control outline design, Stage 2 report and sign off, main contractor ITT document collation, main contractor ITT period, ITT evaluation.

6.3.3 Risk Management: Applicants are asked to set out a detailed risk assessment. (500 words)

A full and detailed risk register is available **(Appendix L)** for RBG's Round 2 Levelling Up Funding bid. Several key risks that have been identified with planned mitigation in place to deal with the short-, medium-, and longer-term impacts, including:

Economic/Mark Risk

Changes in external economic influences, such as a prolonged negative impact of Covid-19 or economic downturn may result in a failure to achieve objectives. The economic conditions will be monitored at the local and national levels. The focus and timing will be adjusted if necessary, and project expenditure will be designed in the current economic context to respond to specific needs.

There is also a risk related to the higher than anticipated build/material cost inflation due to economic conditions e.g., labour shortages, material shortages/price cost, and global events which have impacted the construction industry. This risk may intensify in 2022 as the cost of raw materials in the UK is expected to more than treble, according to BCIS. An economic cost analysis has been undertaken to ensure that inflation and potential risks regarding cost are considered in project costings and planning.

Supply Chain

Post COVID-19 there is an increasing risk that delivery/supply chain partners may cease trading or enter into receivership. The mitigation in place is to test the financial stability of potential partners through RBG's existing procurement process.

Demand Risk

There is a risk of insufficient demand for cultural events. The success of the intervention is dependent on the state of the leisure, business, and industries. Demand assessments have been undertaken to assess the level of demand for the projects. Council has and will continue to work in collaboration with local partners, contractors/ developers, and stakeholders to select projects based on local evidence and requirements. Additionally, council has good knowledge of local market trends and will continue to actively monitor market trends.

There is also a risk that the cultural sector will continue to suffer as a result of the Covid-19 pandemic, with a significant number of businesses ceasing to trade as a result of post-COVID economic conditions and impact on consumer demand. Planned mitigations are in place through interventions which are flexible i.e. multi-use community space that can keep pace with changing consumer demands.

Income/value risk:

The Council will retain ultimate responsibility and ownership of the building once it has transferred back to Council ownership from University of Greenwich. The Council will seek to procure a suitable commercial operator for the Winter Garden. There is a risk that a suitable commercial operator is not found, or a commercial operator fails to generate the income required to make it viable. A business case (Appendix M page 23, 36-65) for a commercial operator to run The Winter Garden has been developed by Fourth Street and their market analysis (Appendix M pages 83-100) helps quantify the economic benefits. A rigorous monitoring process will also be in place to enable the Council to scrutinize intervention/projects against budgeted target.

6.3.4 Please provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature. Please explain if you are intending to sub-contract any of this work or if a third party is managing the project and not the organisation applying. (750 words)

RBG has extensive experience of successfully delivering large, medium and small-scale projects, working in delivery partnerships, with our local community and key stakeholders to deliver borough transformational projects and regeneration of community whole areas.

RBG recently completed the **Woolwich Works** £42.75m project, which included the restoration of five heritage industrial buildings on the Royal Arsenal, creating a new landmark cultural hub for London. The project required expertise in conservation repairs, component replacement and areas of remodelling to produce spaces suitable for cultural events, education and training and public performance. RBG established a charitable trust to manage and run the buildings on a not-for-profit basis and market the spaces to cultural and performing arts organisations. It has been awarded 'Best New Culture Spot' in **Time Out London's 2021 Best of the City awards**

Plumstead Library. A Grade II listed public library refurbished, extended and transformed into a civic anchor for Plumstead's local community. Instead of closing down a key public asset, the council saw the opportunity to invest and create a new facility combining a range of community-aimed functions, with the library's refurbishment and extension playing the first step in the Plumstead Urban Framework. The project improved library rooms, created new leisure facilities, reinstated flexible spaces, and installed a new café, creating a new social destination for the residents and the High Street, making this key heritage asset available and open to the public whilst improving the lives of the local community. The project directly created jobs, increased local skills and had a positive impact on the community.

Other notable recently completed projects are the Eltham Cinema complex (£20.7m), Sutcliffe sports centre (£12.1m)

The RBG team who will deliver the Avery Hill Winter Garden Restoration Project:

Daniel Stanesby, (Restoration Lead) Assistant Director Capital Projects & Property Maintenance
An experienced senior leader with over 15 years' experience managing large-scale high-profile capital programme and project delivery portfolios. In his current role leads and direct a department that delivers and manages a £300m programme of major capital new build projects spanning, property, regeneration and schools. Accountable for hard and soft FM services across a diverse and complex property portfolio of circa 800 council assets.

Recent projects delivered:

Major refurbishment and redevelopment of five Grade 2/2* Listed buildings at Woolwich Royal Arsenal. Project Value £45.6m

New build and major refurbishment of Grade 2 Listed Plumstead Library. Project value £12.7m

Major refurbishment of Grade 2 Listed Woolwich Town Hall and Old Public Library. Project Value £2.4m

Major refurbishment and new build extensions to create a new location for Woolwich Community Centre. Project Value £2.7m

Stuart Godfrey (Communications and Cultural Lead) Assistant Director responsible for several corporate and central services including Communications, the Registrars Service, the Council's Culture Team and Film Unit. With over 30-years' experience he has led the Council's Communications Team, promoting positive marketing campaigns for major cultural events such as the *Tall Ships Festivals* attracting millions of visitors to the borough. He turned the Council's Film

Unit from a loss-making service, into profit and is home to popular productions such as Netflix's Bridgerton. His team manage the Council's service level agreements with the Royal Greenwich Heritage Trust, our Destination Management Organisation – Visit Greenwich and London's newest Cultural District – Woolwich Works.

6.3.5 Please set out what governance procedures will be put in place to manage the grant and project. We will require Chief Financial Officer confirmation that adequate assurance systems will be in place. For large transport bids, you should also reference your Integrated Assurance and Approval Plan, which should include details around planned health checks or gateway reviews. (750 words)

RBG has a well-structured governance framework in place to manage large projects and wider community-based regeneration programmes and projects. This project will be delivered within the governance framework of the council's Corporate capital projects team, in line with the Council's published contract standing orders and scheme of delegation which are set out in RBG's constitution.

The Cabinet will be responsible for 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).

The project will have its own Project Board, meeting monthly to review performance and risk, and a Project Manager working to the SRO. The Project Board includes stakeholders from finance, legal, procurement, community and property and reports to the Corporate Capital Projects Board. See Organogram **(Appendix I)**

The Project Board will inform partners of RBG's governance policies, monitor their performance and be involved in all decision making.

Project and package expenditure and delivery against milestones, outputs and outcomes are monitored against agreed forecasts and targets based on-going performance checks. Progress towards the achievement of agreed delivery plan forecasts will be monitored on a quarterly basis, with Project Managers reporting through the Council's reporting system.

Assurance processes include but are not limited to:

- Project Board to include a Finance Partner and also legal representation when required

- All capital projects to report to the Council's Corporate Capital projects team
- All claims to be checked by a finance partner and signed off by the Assistant Finance Director
- Reporting to Cabinet to enter into Grant Funding Agreements, External Contracts and to confirm Council contribution complying with public sector regulations and the Council's Charter
- Compliance with public procurement rules and statutory obligations
- Ensuring sufficient project management resources are in place to oversee each scheme.
- Internally auditing of all final claims for external funding

Programme SRO is Mirsad Bakalovic is the Director of Communities, Environment and Central at RBG and Managing Director of the council-owned companies GSP Ltd and GSS Ltd. He is a resourceful and entrepreneurial multi-award-winning managing director and chief officer, commercially astute with the proven track record in creating shareholders, stakeholders and community benefits, service improvements and elected members' satisfaction.

The use of LUF will be subject to RBG's financial management arrangements. The Director of Finance is the Chief Finance Officer and responsible for compliance with financial standards and rules. The Council's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government. The Director of Finance has responsibility for contracts and the Approved List of Contractors as set out in Contracts Procedures; exercising delegated powers and undertaking the detailed responsibilities in respect of the financial management of the Council (as set out in Financial Regulations); undertaking responsibilities in respect of Risk Management and ensuring Value for Money; responsibility for all functions concerning Corporate Finance, Internal Audit, Anti-Fraud, Financial Operations and Payroll, Revenue Service and Benefits Service, ICT and Digital Services, Customer Services; delegates responsibility to the Assistant Director Financial Processing and Systems to act as "The Greenwich Director" on the Board of GS Plus

The Director of Finance has confirmed that adequate assurance systems are in place in line with local government requirements and will also assured under the under the aegis of the monthly/ Boards/ Scrutiny Committee for Regeneration, Transport & Culture Committee. Please see pro forma appendix xxx

RBG is audited annually by independent auditors Grant Thornton.

RBG's constitution sets out the scheme of delegation, financial regulations, responsibilities for financial procedures and includes RBG's Contract Standing Orders which set out how RBG procure including financial limits. RBG's constitution sets out its anti-Fraud, corruption and anti-bribery systems and responsibilities. Procedures to avoid conflicts of interests (including an annual declaration of interest process) are part of the procurement process, planning consent and are item 1 on any formal agenda.

RBG is compliant with all the necessary cyber and data security requirements, and Data Protection Principles as set out in the GDPR in relation to personal data use and processing.

RBG's General Code of Conduct sets out standards for ethical and professional behaviour by employees, the Councillor's code of conduct sets out standards for ethical and professional behaviour by elected Members.

6.3.6 If applicable, please explain how you will cover the operational costs for the day-to-day

management of the new asset / facility once it is complete to ensure project benefits are realised. You should also consider any ongoing maintenance and servicing costs. Please note that these costs are not covered by the LUF grant. (750 words)

The Winter Garden will be financially self-sustaining via a commercial operator who will be procured. RBG will procure a commercial operator(s) with the relevant credentials (experiential and commercial) to enter into a lease (or other form of agreement) to operationally manage the asset. RBG wish to offer a Full Repairing Lease (or equivalent) to any future commercial operator, so that this organisation is responsible for the costs of repairs and insurance of the building. RBG will ensure there are adequate contractual provisions for the Council to protect its investment in the asset in the event of the commercial operator(s) failing to fulfil their obligations under the terms of the lease (or other contract). RBG will include a set of key performance indicators in the operator's contract to secure community benefits.

Please see Appendix M Business Case pages 36-47 for the Income and Expenditure budgets from the Winter Garden Restoration business plan which sets out the opportunity for potential commercial operators

The operating organisation will deliver activities in line with the business plan, enjoying the revenues that these trading activities bring. In return for the use of the Winter Gardens, the operator will pay the Council a rent (or profit share). This model is familiar to RBG with other buildings in its ownership.

RBG have a very experienced and expert cultural team who manage the SLAs in place for Royal Greenwich Heritage Trust, our Destination Management Organisation – Visit Greenwich and London's newest Cultural District – Woolwich Works. Their **Avery Hill Winter Garden: Cultural Statement (Appendix O)** describes how the Winter Garden restoration delivers on the Council's priorities and the significant value that will be achieved.

Drawing on the winter garden's history, architecture and horticultural legacy will be at the heart of the cultural programme. In addition to building in the thorough interpretation of the site with tours, lectures, exhibitions, events, and education sessions, the unique venue will also play host to new cultural experiences for diverse audiences. Delivering high-profile content for the programme will assist in promoting the historical and cultural value of Avery Hill Winter Gardens that builds on the existing rich heritage and cultural offer in the borough, enhancing the offer in Eltham and raising the profile of the area as a cultural destination.

Through the regeneration of the Avery Hill Winter Gardens, RBG will deliver the following outcomes aligned with the council's corporate plan priorities:

A healthier Greenwich

- Connecting with our colleagues in Health and Wellbeing to support social prescribing in relation to mental health, by providing a menu of activities; gardening, arts and crafts, and other therapeutic activities connected to the Avery Hill Winter Garden to support those experiencing mental health issues.

A Great Place to Grow Up

- Honouring the heritage of the winter garden by curating a programme that will complement the history of the site, through heritage lectures, tours and interpretation panels and learning tools.

- Creating education programmes for Key Stage 1 and 2 History and Science. Capitalising on the uniqueness of the winter gardens to explore environmental issues and sustainable/renewable energy.
- Delivering a Higher Education programme covering conservation, heritage, and horticulture
- Training and apprenticeship schemes in conservation and horticulture.

Economic Prosperity for All

- Employing local people to fulfil requirements such as events and programming, education, heritage, gardening, and grounds maintenance.
- Ensuring that the appointed operator adheres to the council’s fair wage and good working conditions standards, and in line with industry standards for arts, culture, and creative industries
- Creating volunteering opportunities that develop skills and provide learning.

A Great Place to Be

- All commissioned organisations, companies, service providers and operators are required to sign up to the council’s Equality and Equity Charter. And through the cultural programme the access of all our residents.

A Strong Vibrant and Well-Run Borough

- Operating a sustainable model through charged events and hires, including grants, trusts, and foundations
- The re-opening of the Avery Hill Winter Garden to the public will see the indoor and outdoor spaces animated with performances and installations.
- Designating private use for community hires for private events, as well as corporate event hire for conferences, photo shoots and select filming activities.
- Through the procurement of an operator, delivery of high-profile events from immersive theatre productions and light installations, to live music, dance, and film screenings, late-night programming, tapping into the ‘Lates’ brand, using the botanical theme for gin making/tasting sessions, plant and/or live drawing classes.

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6.4 Monitoring and Evaluation

Prior to completing this section, please complete the relevant **Costings and Planning Workbook - Table E – Monitoring and Evaluation**

6.4.1 Monitoring and Evaluation Plan: Please set out proportionate plans for monitoring and evaluation. (1000 words)

Monitoring Programme for Construction/Restoration works
 Our net zero/energy efficiency will be managed initially as part of the construction process with the contractor engaging specialist design to deliver the ground source heat pump and rainwater harvesting, electric hand dryers and possibly point of use hot water (this will depend upon the final design solution, space, etc.). The designer will produce an energy model for the finished building, during construction the build will be managed via monthly contract meetings, clerk of works and

mechanical engineer visits and inspections and in line with the construction contract terms and conditions, once construction is complete this model will be used to monitor the actual energy use of the building once open and fully functional, seasonal commissioning will assist in tweaking the system operation to ensure our targets are met.

All of the construction process and processes will be managed by the external professionals we will procure, architects, surveyors, engineers, clerk of works, BREAAAM specialists, etc. The team will work through the defined RIBA stages reporting to the Council project board at the end of each stage as a minimum and requiring the approval of the board to the end stage report before being able to move to the next stage. The external professional team will meet monthly with the contractor by way of a formal minuted contract meeting and attend site numerous times per week depending upon their discipline. The Council will manage the professional team by way of a monthly (minimum) meeting between the key team members and the council project manager, the council project manager will also attend the formal contract meetings with the contractor and report to the council project board on a monthly basis against the overall approved project programme. The contractor and consultants will be appointed on JCT contract forms. The professional team will be responsible for ensuring all statutory requirements are met (Listed building consent, planning approvals/conditions, building control approval). On completion of the project a final report detailing the required project outputs, the out-turn costs, setting out any deviations from the initial design/cost plan(s) and their relevant approvals, identifying lessons learnt and defining the future maintenance requirements will be presented to the council project board for approval.

As part of the contract works the contractor will engage specialist sub-contractors to deliver the re-planting and horticulture works to the winter garden. The professional team specifying and managing the works will include a suitable qualified horticulturist to ensure this process is undertaken and managed correctly.

Monitoring and Evaluation of Winter Garden third party operator:

The Royal Borough of Greenwich has an established monitoring process for the third parties providing cultural services to the borough. The process has been successfully implemented to monitor the deliverables of the Visit Greenwich destination management organisation; Royal Greenwich Heritage Trust and the brand new international arts venue Woolwich Works. KPIs covering aspects such as (but not limited to) community benefits, equality and equity, fundraising, educational outreach, and skills and development are written into service level agreements, which are then subject to monitoring and reporting. Termination clauses are included to manage under performance/delivery. The KPIs are tailored to the individual organisation and its aims but will include:

- Number of performances/public events
- Number of visitors
- Number of jobs created
- Number of local people appointed to jobs
- Amount paid in salaries to local people
- Number of apprenticeships
- Number of work experience placements
- Number of volunteering roles
- Number of work-based learning opportunities
- Number of school/community projects

- Number of partnerships with local organisations
- Amount of external funding secured

Initially monthly monitoring takes place between the Head of Culture and the operator, with formal reports required at six month intervals. An annual statement of accounts must also be submitted in line with the financial year.

Wider Outputs, Outcomes and Impacts (Links to Theory of Change document)

The key outputs, outcomes and impacts that will be monitored as part of the M&E process are listed below. These are based on the LUF Technical Note guidance and are aligned with the Theory of Change (Appendix X) and the costings and planning workbook (Appendix X).

Outputs

- Green retrofits to existing non-residential units (i.e., improving energy efficiency and/or transitioning to clean heat)
- Dilapidated building improved
- (Structurally sound Winter Garden)
- New trees planted - inside
- Public amenities created/improved
- Heritage buildings renovated/restored
- Educational space created or improved
- Community centre space created or improved
- Hospitality space created or improved
- Cultural space created or improved
- Volunteering opportunities supported
- Public realm created or improved
- Resurfaced/improved roads
- New or improved car parking spaces
- Alternative fuel charging/re-fuelling points

Outcomes

- Change in the number of visitors to cultural venues
- Change in the number of cultural events - support outdoor events in the park, Open House
- Change in consumer spending at cultural venues
- Change in perceptions of place (business, residents and visitors)
- Change in cycle flow
- Change in pedestrian flow
- Change in Electric Vehicle (EV) take-up
- Change in air quality
- Change in the health of residents (physical and/or mental)

Impacts

- Change in footfall
- Change in vacancy rates
- Change in employment rate
- Change in business sentiment
- Change in business investment

- Change in the number of students enrolling/completing FE and HE courses



General Assumptions and Methodology Notes

A1.1	Please provide the name of the bid	Avery Hill Winter Gardens
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A1.2	Please provide the base-year (the first year of the appraisal period). This must be no later than 2022/23 - the first year costs are expected to incur. All economic costs and benefits should be estimated in base-year prices.	Year 2022/23
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	Years	Description
A1.3	10	The appraisal period has been set to 10 years as the construction work and implementation of change in the initial 2.5 year period will generate significant disruption. During this period some benefits may be minimised or reduced. Years 3 onwards is where the Winter Gardens start to be used again and impact on the community. This is when the benefits of the completed project will really be felt, and the benefit is minimised in the initial period countered by benefit increases.

	Years	Standard Discount Rate (%)	Health Discount Rate (%)
A1.4	0-30 years	3.50%	1.50%
	31-75 years	3.00%	1.29%
	76-125 years	2.50%	1.07%

	Description
A1.5 I)	<p>Please provide</p> <ul style="list-style-type: none"> The general inflation assumptions used in the analysis to convert nominal into real-prices, The source of the inflation assumptions, If the assumptions are not from a recognised source, please explain why these are suitable for the proposal. <p>(Note Chapter 5 of The Green Book provides guidance on adjusting for inflation - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1063330/Green_Book_2022.pdf#page=51)</p> <p>https://www.statista.com/statistics/306720/cpi-rate-forecast-uk/ provides a forecast for UK inflation to 2026. After that we have assumed that inflation will continue to rise by 0.2% on year.</p>

A1.5 II)	Please input the Inflation assumptions for the bid below in the table below. If the appraisal period is longer than 60 years, please extend this table.
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Year	Inflation Forecast (%)	Cumulative Inflation (%)	Price Index, base-year 100	Standard Discount Factor, base-year 1.00	Health Discount Factor, base-year 1.00
2022/23	7.4%	0.0%	100.00	1.00	1.00
2023/24	4.0%	4.0%	104.00	0.97	0.99
2024/25	1.5%	5.5%	105.56	0.93	0.97
2025/26	1.9%	7.6%	107.57	0.90	0.96
2026/27	2.0%	9.7%	109.72	0.87	0.94
2027/28	2.2%	12.1%	112.13	0.84	0.93
2028/29	2.4%	14.8%	114.82	0.81	0.91
2029/30	2.6%	17.8%	117.81	0.79	0.90
2030/31	2.8%	21.1%	121.11	0.76	0.89
2031/32	3.0%	24.7%	124.74	0.73	0.87
2032/33				0.71	0.86
2033/34				0.68	0.85
2034/35				0.66	0.84
2035/36				0.64	0.82
2036/37				0.62	0.81
2037/38				0.60	0.80
2038/39				0.58	0.79
2039/40				0.56	0.78
2040/41				0.54	0.76
2041/42				0.52	0.75
2042/43				0.50	0.74
2043/44				0.49	0.73
2044/45				0.47	0.72
2045/46				0.45	0.71
2046/47				0.44	0.70
2047/48				0.42	0.69
2048/49				0.41	0.68
2049/50				0.40	0.67
2050/51				0.38	0.66
2051/52				0.37	0.65
2052/53				0.36	0.64
2053/54				0.35	0.63
2054/55				0.34	0.62
2055/56				0.33	0.62
2056/57				0.32	0.61
2057/58				0.31	0.60
2058/59				0.30	0.59
2059/60				0.29	0.59
2060/61				0.28	0.58
2061/62				0.27	0.57
2062/63				0.27	0.56
2063/64				0.26	0.56
2064/65				0.25	0.55
2065/66				0.24	0.54
2066/67				0.24	0.53
2067/68				0.23	0.53
2068/69				0.22	0.52
2069/70				0.22	0.51
2070/71				0.21	0.51
2071/72				0.20	0.50
2072/73				0.20	0.50
2073/74				0.19	0.49
2074/75				0.19	0.48
2075/76				0.18	0.48
2076/77				0.18	0.47
2077/78				0.17	0.46
2078/79				0.17	0.46
2079/80				0.16	0.45
2080/81				0.16	0.45
2081/82				0.15	0.44

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Overall Value for Money of the Proposal					
		Initial BCR	'Adjusted' BCR	Description	
A6.	<p>Please confirm both the Initial and Adjusted BCR for the bid.</p> <ul style="list-style-type: none"> The benefit cost ratios have been auto-calculated based on the information provided on the costs of the bid, the benefits of the bid, the optimism bias, inflation and discount rates. If these are believed to be incorrect, please alter them manually and describe why you have calculated them differently. To calculate the BCR, private sector funding should be deducted from the benefits and the number should then be divided by all public sector costs. 	Avery Hill Winter Gardens	2.78	2.78	
		Wider Benefits Considered?	Description		
A6.	<p>Please confirm whether you have considered any non-monetisable impacts that are not included in your BCR calculations and, if so, provide a description of these. In your description, please evidence these non-monetised impacts appropriately, indicating the likely net impact and the scale of the impact.</p>	Avery Hill Winter Gardens	Yes	Please see details in economic case	
		Sensitivity Analysis Undertaken?	Description		
A6.	<p>Please confirm whether any sensitivity analysis has been undertaken and, if so, explain the approach and the conclusions of this analysis.</p>		No		
ENC/END	END	END	END	END	END



Confirmation of Match Funding and Funding Profile

Please provide a funding profile showing the value of funding to be drawdown from each funding source to complete this project. Insert additional rows if required. This funding profile should correspond with your expenditure profile (Table C). We would expect all funding provided from the Fund to be spent by 31 March 2025, and by 2025-26 on an exceptional basis e.g., for large projects between £20 million and £50 million.

Table B

PROJECT 1: Avery Hill Winter Gardens						FUNDING PROFILE						
Funding Sources	Source Name	Type of Match Grant, private funds, finance arrangement	Status of match, secured or unsecured	If unsecured, what are the timescales for securing	Funder Confirmation Letter Attached?	2022-23	2023-24	2024-25	2025-26	2026-27	Total	
LUF Grant	LUF	Grant	Application pending	n/a	n/a	£736,977	£3,335,740	£2,875,268	£0	n/a	£6,947,985	
Other UK Gov Funding Sought						£0	£0	£0	£0	£0	£0	
Local Authority Contribution						£500,000	£2,850,000	£1,398,979	£0	£0	£4,748,979	
Third Party Funder						£0	£0	£0	£0	£0	£0	
Insert additional rows, if required, above this line ^ (check new match additions show in formula below row 21)						Totals:	£1,236,977	£6,185,740	£4,274,247	£0	£0	£11,696,964
						Grant Profile	£736,977	£3,335,740	£2,875,268	£0	n/a	£6,947,985
						ROW 21) Total Match Profile	£500,000	£2,850,000	£1,398,979	£0	£0	£4,748,979
							£1,236,977	£6,185,740	£4,274,247	£0	£0	£11,696,964
						TABLE C Expenditure Profile	£1,236,977	£6,185,740	£4,274,247	£0	£0	£11,696,964

↑

Your funding profile should correspond with your expenditure profile in Table C Worksheet. These cells will highlight **Red** if there is an error

The table below should be completed to set out your project costs and overall budget (Columns B & C). Enter the data in the white cells, grey shaded cells are formulated. Please enter the amount of LUF grant you are requesting towards each cost in Column G. Any remaining balance not funded by the grant will be considered match (Column I). Please then provide an expenditure profile in (Columns K to O) covering each year for project completion. We expect all funding provided from the Fund to be spent by 31 March 2026, and by 2026 28 on an exceptional basis e.g., for large projects between £20 million and £50 million. If you are VAT registered and can recover the cost of VAT, the grant we will award you will exclude VAT. However, if your budget includes specific cost items that include unrecoverable VAT, you may include this within your grant budget for our consideration. You must declare this within your application and also highlight this in the supporting comments field (Column Q). Note: The LUF grant can only fund capital costs directly associated with the build and infrastructure of the proposed asset/facility. Any other costs such as day-to-day operational or revenue costs must be covered by you.

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- [Project Cost Summary](#)
- [TABLE B Funding Profile](#)

Table C

Project 1: Avery Hill Winter Gardens		Expenditure Profile														
A) Line	B) Enter Cost Description	C) Total Costs (£)	D) % of total Project	E) Quantity	F) Unit Cost	G) enter LUF Grant Contribution towards this cost	H) % of LUF Contribution towards this cost	I) Match Contribution	J) Match % towards cost	K) 2022 23	L) 2023 24	M) 2024 25	N) 2025 26	O) 2026 27	P) TOTALS	Q) Supporting comments or details of any assumptions relating to costs.
1	Management Fees															
2	Preliminaries and Set-up															
3	Asbestos/ Deleterious Material Removal															
4	Construction															
5	Soft Works (Furniture etc...)															
6	Landscaping															
7	ULEV Charing															
8	Contingency/Inflation															
9		£0.00	0%	0	#DIV/0!	£0.00	#DIV/0!	£0	#DIV/0!	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
10		£0.00	0%	0	#DIV/0!	£0.00	#DIV/0!	£0	#DIV/0!	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
11		£0.00	0%	0	#DIV/0!	£0.00	#DIV/0!	£0	#DIV/0!	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
12		£0.00	0%	0	#DIV/0!	£0.00	#DIV/0!	£0	#DIV/0!	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
13		£0.00	0%	0	#DIV/0!	£0.00	#DIV/0!	£0	#DIV/0!	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
14		£0.00	0%	0	#DIV/0!	£0.00	#DIV/0!	£0	#DIV/0!	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
15		£0.00	0%	0	#DIV/0!	£0.00	#DIV/0!	£0	#DIV/0!	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
16		£0.00	0%	0	#DIV/0!	£0.00	#DIV/0!	£0	#DIV/0!	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
17		£0.00	0%	0	#DIV/0!	£0.00	#DIV/0!	£0	#DIV/0!	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
18		£0.00	0%	0	#DIV/0!	£0.00	#DIV/0!	£0	#DIV/0!	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
19		£0.00	0%	0	#DIV/0!	£0.00	#DIV/0!	£0	#DIV/0!	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
20		£0.00	0%	0	#DIV/0!	£0.00	#DIV/0!	£0	#DIV/0!	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
<i>Please insert additional rows above this line</i>		Totals £11,636,964.00	100%			£6,348,000.00		£4,748,964.00		£1,236,977.25	£6,185,739.55	£4,274,247.20	£0.00	£0.00	£11,636,964.00	

Project 1: Avery Hill Winter Gardens		Value £	%
Summary Line	Budget Summary Table		
\$1	LUF GRANT CONTRIBUTION	£6,948,000.00	59%
\$2	MATCH-FUNDING CONTRIBUTION	£4,748,964.00	41% 10% encouraged
\$3	TOTAL PROJECT COSTS	£11,696,964.00	100%

Before submitting please check the accuracy of your budget to ensure there are no errors and the totals add up correctly. Ensure formulas are correct on any new lines or rows added.

Totals in Column C & P should match. Ce1 will show red if incorrect.
PLEASE CHECK YOUR PROFILE AGAINST TABLE B WORKSHEET.



Department for Levelling Up, Housing & Communities

Table E - Monitoring and Evaluation: Outputs, Outcomes and Impacts

Please use the tables below to tell us, 1) about the project's intervention type and, 2) the outputs, (intermediate) outcomes and impacts associated with the project. Please refer to Annex B in the Technical Note to help align your outputs, outcomes and impacts with our "standard" lists - although note that these lists are not exhaustive and you may choose to include results that do not feature in Annex B.

The information provided below should align with the result levels (i.e. outputs, intermediate outcomes, outcomes and impacts) set out in your Theory of Change.

At this stage, we are only requesting details of the result (e.g. new retail space created) as opposed to the indicator that you intend to use to measure the result (e.g. amount of new retail space created in square metres).

Important: input only into the white cells below - do not paste in any images or existing tables.

Primary Intervention Theme		-Select-	Tracking Progress		
Sub Theme (pick the description that fits best)		-Select-	Potential Data Sources		Benefit Owner (if applicable) <small>(i.e. the person/organisation accountable for delivering a benefit)</small>
If Other, please describe		-Select-	Potential Data Collection Methods		
Result Level <small>(i.e. output / intermediate outcome / outcome / impact)</small>	Description <small>(E.g. new retail space created / increased football / increased employment)</small>	Is this a "standard" output, outcome or impact? <small>(i.e. does it feature in the lists in Annex B of the Technical Note)</small>	Potential Data Sources <small>(E.g. council's financial accounts / contractors project beneficiaries / commercial data providers)</small>	Potential Data Collection Methods <small>(E.g. manual measurement / survey / electronic football counters)</small>	
	Character limit: 160				
Output	Green retrofit to existing non-residential unit	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Output	Dilapidated buildings improved	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Output	New trees planted	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Output	Public amenity created/improved	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Output	Heritage buildings renovated/restored	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Output	Educational space created or improved	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Output	Community centre space created or improved	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Output	Hospitality space created or improved	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Output	Cultural space created or improved	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Output	Volunteering opportunities supported	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Output	Public realm created or improved	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Output	Resurfaced/improved roads	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Output	New or improved car parking spaces	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Output	Alternative fuel charging/re-fueelling points	Yes	RBG Project Delivery Team and Contractors	Manual measurement	RBG
Outcome	Change in the number of visitors to cultural venues	Yes	Winter Garden operational team	Attendance data	RBG
Outcome	Change in the number of cultural events	Yes	Winter Garden operational team	Operational data	RBG
Outcome	Change in consumer spending at cultural venues	Yes	Winter Garden operational team	Revenue data	RBG
Outcome	Change in perception of place	Yes	Resident survey	Survey	RBG
Outcome	Change in cycle flow	Yes	TFL	Cycle counter	RBG
Outcome	Change in pedestrian flow	Yes	Avery Park Management	Attendance data	RBG
Outcome	Change in Electric Vehicle (EV) take-up	Yes	EV charging points	Electronic measurement	RBG
Outcome	Change in air quality	Yes	TFL	Electronic measurement	RBG
Outcome	Change in the health of residents	Yes	Lewisham and Greenwich NHS	Existing health outcome metrics	RBG
Impact	Change in football	Yes			RBG
Impact	Change in vacancy rate	Yes			RBG
Impact	Change in employment rates	Yes			RBG
Impact	Change in business sentiment	Yes			RBG
Impact	Change in business investment	Yes			RBG
Impact	Change in number of students enrolling/completing FE	Yes	Harris Academy Avery Hill	Pupil data	RBG
-Select-		-Select-			
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F) Total Project Cost Summary

The following is breakdown of the cost information you have entered.

Click box icons to switch between worksheets

PROJECT 1:		Avery Hill Winter Gardens		
> P1 Funding Profile.		> P1 Cost Estimates		> P1 Milestones
Total LUF Grant		£6,948,000		59%
Total Match Contribution		£4,748,964		41%
Total Project Costs		£11,696,964		100%
Project Commencement Date:		01 June 2022		
Project Completion Date		18 March 2025		
Funding Profile from Table B:				
	Year	Grant	Match	Total
1	2022/23	£736,977	£500,000	£1,236,977
2	2023/24	£3,335,740	£2,850,000	£6,185,740
3	2024/25	£2,875,268	£1,398,979	£4,274,247
4	2025/26	£0	£0	£0
5	2026/27	n/a	£0	£0
Totals:		£6,947,985	£4,748,979	£11,696,964
		59%	41%	100%



Department for Levelling Up, Housing & Communities

Table G) Grant Disbursement to Project Partners

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If you are intending to award a share of your LUF grant to a partner please advise below. **NB:** You must ensure any further disbursement of the grant is done so in accordance with subsidy controls and you will be required to put robust funding agreements in place with partners. If you are **not** intending to sub-grant please enter '**Not Applicable**' in the table below.

Partner Name & Address	Value of Grant LUF Partner will receive. £	Method of Funding. (e.g sub-grant arrangement)	What will this fund?
	£0.00		
	£0.00		
	£0.00		
	£0.00		
	£0.00		
Insert additional rows above this line^	TOTAL:	£0.00	

Appendix A

Key stakeholders who have provided letters of support:

1. Cllr Matt Hartley, Leader of the Opposition
2. Cllr Pat Greenwell, Eltham Town & Avery Hill Ward Councillor
3. Eltham Society
4. Friends of Avery Hill Park
5. Greenwich Co-operative Development Agency
6. Greenwich Parks Forum
7. Holy Trinity Church, Eltham
8. Labour Ward Councillors
9. Mayor of London
10. Metro GAVS
11. MP Clive Efford
12. Oxleas Woodlands
13. Royal Greenwich Heritage Trust
14. Save Avery Hill Winter Garden Campaign
15. Woolwich Works

Councillor Matt Hartley

Leader of the Opposition, Royal Borough of Greenwich

matt.hartley@royalgreenwich.gov.uk • 0208 921 6393



Greg Clark MP
Secretary of State for Levelling Up
DLUHC
2 Marsham Street
London SW1P 4DF

28th July 2022

Dear Secretary of State,

Royal Borough of Greenwich LU Fund bid – Avery Hill Winter Garden

I am writing in my capacity as Leader of the Opposition in the Royal Borough of Greenwich (RBG) in support of RBG's bid for Round 2 of the Levelling Up Fund, which seeks funding for the restoration of the Avery Hill Winter Garden, Eltham SE9.

The Avery Hill Winter Garden is a precious community asset of high historical and architectural significance, as outlined in the bid produced by RBG. The history and significance of the Winter Garden is further detailed in the representation your Department will have received, dated 27th July, from my colleague Councillor Pat Greenwell (Conservative ward councillor for Eltham Town & Avery Hill) who has had a long connection with the community campaign to restore the garden during her period of service on the Council.

As your Department will be aware, RBG was unsuccessful in its bid for Round 1 of the Levelling Up Fund and the Council has taken on board feedback from your officials provided following notification of that decision in October 2021.

The result is this Round 2 bid, which RBG considers to be significantly stronger in addressing the published criteria for the Levelling Up Fund.

This bid has my full support as Leader of the Opposition on the Council, and therefore enjoys **cross-party support** in our borough. This cross-party support on the Council is reflective of the wider consensus on the need to restore the Winter Garden amongst local residents and community groups. This wider consensus is evidenced by high levels of public engagement on this issue with the community-led Save Avery Hill Winter Gardens campaign (with 3,000 supporters and hundreds of people attending public meetings) and the work of the Friends of Avery Hill Park and Eltham Society. The community's campaign has included successfully applying for Asset of Community Value status.

More than 3,800 local residents signed a petition to save the Winter Garden and Mansion – and later more than 900 residents engaged in RBG's formal consultation which demonstrated strong public support for restoring and reviving the Winter Garden.

Through the community-led proposal outlined in RBG's bid, the Winter Garden could have an exciting future for the benefit of our local area and beyond. As you will see from the bid, renovating the glass house buildings, re-purposing the fernery building to create an event space and replanting and landscaping of the Winter Garden will bring this asset back in to use for a variety of purposes.

I would draw your attention, in particular, to the proposal's aim of generating a long-term revenue stream will put this cultural asset on a sustainable financial footing – and the wider economic benefit that the Winter Garden's restoration will bring, including through increased footfall to nearby Eltham High Street.

The Levelling Up Fund Round 2 prospectus states:

“Investment in cultural assets can rejuvenate places, leading to positive economic and social outcomes at a local level. It can help to retain and grow a highly skilled workforce, attract visitors to bolster local businesses and institutions, and provide opportunities to grow people and communities' connections with and pride in places.”

Realising exactly this vision in the case of the Avery Hill Winter Garden is at the heart of RBG's bid, and I would urge you and your officials to consider this revised and improved application for funding favourably.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M Hartley', with a stylized flourish at the end.

Councillor Matt Hartley
Leader of the Opposition, Royal Borough of Greenwich
Conservative Councillor for Mottingham, Coldharbour & New Eltham

Councillor Pat Greenwell

Eltham Town & Avery Hill ward councillor • 74 Westmount Rd SE9 1JE
pat.greenwell@royalgreenwich.gov.uk • 0208 921 6393



The Rt Hon Greg Clark MP
Secretary of State for Levelling Up,
Housing & Communities
DLUHC, 2 Marsham Street
London
SW1P 4DF

27th July 2022

Dear Secretary of State,

Letter of support – RBG bid for Levelling Up funding to restore the Avery Hill Winter Garden

I write in support of the Royal Borough of Greenwich bid to the Levelling Up Fund Round 2, for funding to restore Avery Hill Winter Garden in Eltham. This precious community asset is located in the council ward I represent – Eltham Town & Avery Hill ward. I have represented this area as a Conservative councillor since 2018.

In that time I have strongly supported the community-led Save Avery Hill Winter Garden Campaign, and the work of the Friends of Avery Hill Park, in their efforts to bring the Winter Garden back into use. Of all the issues I have dealt with over the years, this one has attracted the most consistent public support, with **thousands of residents** signing petitions in support of restoring the Winter Garden, and large numbers attending public meetings on the issue.

Residents from around Eltham and Avery Hill have great affection for this iconic structure, which acts as a landmark in the popular Avery Hill Park. This park sits at the heart of our community, bringing together diverse people from a range of neighbouring communities including the Avery Hill council estate. This estate houses many less-privileged residents, for whom a restored Winter Garden could provide many opportunities for high-quality cultural and community events on their doorstep.

The three glasshouses that comprise the Winter Garden are part of the Grade II listed former Avery Hill House, a Victorian mansion completed in 1890 for Colonel J.T. North, one of the wealthiest businessmen of the age. The structure is considered in its scale and architectural importance to be second only to the famous (and recently-restored) Temperate House at Kew, constructed at around the same time. The architectural historian Nikolaus Pevsner's noted series of guides to *The Buildings of England* describes the main glasshouse at Avery Hill as "the best survival in London of such Victorian extravaganzas."

Despite this historical and architectural significance, the Winter Garden has sadly been

neglected during its ownership by the University of Greenwich, which has allowed it to deteriorate, necessitating urgent repairs to be made. For many years now the community campaign has been seeking action to secure the future of the Winter Garden and restore it to its former glory. After a great deal of effort from all involved, I was delighted when the Council agreed to step in and take ownership, after securing a financial contribution from the University towards the restoration. This news was greeted warmly by campaigners and the wider community.

The Council's community engagement and public consultation has demonstrated an **extremely high level of interest and support for proposals** to bring the Winter Garden back into use as an improved facility for the whole community. This includes strong public support for plans to renovate the glass house itself, restoring the fernery so that it can be used to host weddings and other events, and relandscaping the gardens – to enable pop-up events and other community uses.

I urge you to consider the application for funds favourably.

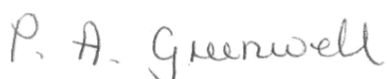
At present the Winter Garden is closed for urgent repairs, denying local people access to this beautiful and much-loved space, which many residents have known all their lives. Meanwhile the plants inside have suffered, and there is a need for proper replanting and specialist horticultural care. It is still a strikingly impressive structure inside and out – but it could be even better. At present, too few people even know that this astonishing heritage treasure exists.

Granting this funding bid will **unlock an exciting future** for the Winter Garden – and will have a significantly positive effect on the local community. Developing its commercial potential as a visitor attraction will create jobs and income to the local economy, whilst also bringing the structure back to life and securing its ongoing maintenance.

The scope for cultural and community events to be held in and around a restored Winter Garden is extensive, and I believe it would swiftly become a major visitor destination for people from across the local area and beyond.

This is not just a project to restore a significant heritage building – it is an imaginative bid to create something really special here in Eltham, which will benefit our whole local community and provide a successful shared resource of which we can all be proud.

Yours sincerely,



Councillor Pat Greenwell
Conservative Councillor for Eltham Town & Avery Hill ward

The Eltham Society

*Preserving the past
Conserving the present
Protecting the future*

www.theelthamsociety.org.uk

Cllr Adel Khaireh
Cabinet Member for Equality, Culture and Communities
Royal Borough of Greenwich
Town Hall
Wellington Street
Woolwich
SE18 6PW

54 Greenvale Road
Eltham
SE9 1PD


contact@theelthamsociety.org.uk

6 July 2022

By email

Dear Cllr Khaireh

Restoration of Avery Hill Winter Garden

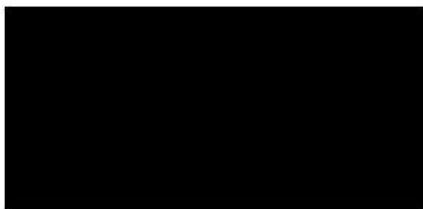
The Eltham Society confirms its support for the Royal Borough of Greenwich's plans to restore Avery Hill Winter Garden and reopen it for the community.

We are particularly supportive of your plans to:

- Retain and encourage community access to the building
- Restore the fabric of the building, returning it its original function
- Replant the garden where necessary to return it to its former glory
- Encourage community use through events and activities
- Provide education and learning opportunities that celebrate the history of the building and its horticultural heritage and future
- Provide new employment and skills development opportunities
- Support mental wellbeing through enjoyment of the Winter Garden and its associated activities
- Support the local economy and businesses by increasing footfall to the surrounding areas and providing opportunities for pop-up initiatives
- Attract visitors from outside the local area to spend time and money in and around the Winter Garden
- Develop a business model that will support the venue financially while also keeping the community at its heart
- Widen the appeal of the Winter Garden so that more diverse audiences are able to enjoy its unique benefits
- Significantly improve accessibility so that all members of the community can easily enjoy the Winter Garden

The Society looks forward to being involved further in your plans and continue to support you to secure the external funding needed to preserve and improve the Winter Garden as a community building.

Yours sincerely,



Honorary Secretary
The Eltham Society

Friends of Avery Hill Park

1 July 2022

Dear Coun Khaireh,

The Avery Hill Winter Garden is a distinctive and dignified landmark building on an elevated site overlooking a large, well-maintained and popular public park in densely populated suburbia.

The park is surrounded by housing from a wide demographic and has good transport links to adjacent areas of south east London and Kent by rail, road and bus.

Unlike many buildings of similar stature, it is easily accessible with short journeys by millions of people and is not behind an entry pay wall either to see at close hand its exterior or interior, which is guaranteed free seven days a week by covenant.

The three wings of the Winter Garden also have the advantage of each linking with the stately listed Victorian building of the Avery Hill Mansion with its opulent entrance and galleries, providing a great scope and flexibility for its use.

During the planning process for the secondary school which will occupy the Mansion, the Friends and 'Save Avery' committee won key concessions over the community access to the entrance and galleries, so that an integrated attraction can be created out of school hours for functions, exhibitions and arts events, as well as for historical and educational interpretation.

Over recent years, the Winter Garden has failed to keep up both with its fabric and its potential as a public facility and leisure resource.

In particular, there has been massive expansion of visits to buildings and locations for leisure, relaxation, events and functions and has seen many London venues transformed to become innovative and attractive public resources. The tourist and hospitality sector has hugely increased in its

importance as an outlet for family enjoyment and provided a wide range of career opportunities for people of all backgrounds.

With proper design, creative thinking and investment, the Winter Garden can provide a focal point for the whole community. These can include use as a casual place for relaxation, a destination for day-trips, a place for functions of hugely different sizes and types, an arts venue, a community space for classes such as yoga, keep-fit, mindfulness; a place for performance and the backdrop for events such as light shows, Hallowe'en, pre-Christmas, summer evenings, music.

It can be a place of public pride, local identification, a symbol of inclusion and accessibility for all, a centre of learning and leisure, volunteering, celebration and quiet reflexion, truly something for everybody.

██████████ and ██████████, on behalf of the FoAHP committee.

Dear Cllr Khaireh

I am writing on behalf of GCDA to confirm our support for the Royal Borough of Greenwich's plans to restore Avery Hill Winter Garden and reopen it for the community.

We are particularly supportive of your plans to:

- Retain and encourage community access to the building
- Restore the fabric of the building to return it to a functioning space
- Replant the garden to return it to its former glory
- Encourage community use through events and activities
- Provide education and learning opportunities that celebrate the history of the building and its horticultural heritage and future
- Provide new employment and skills development opportunities
- Support mental wellbeing through enjoyment of the Winter Garden and its associated activities
- Support the local economy and businesses by increasing footfall to the surrounding areas and providing opportunities for pop-up initiatives
- Attract visitors from outside the local area to spend time and money in and around the venue, in particular Eltham High Street
- Develop a business model that will support the venue financially while also keeping the community at its heart and ensure the sustainability of the Winter Garden.
- Widen the appeal of the Winter Garden so that more diverse audiences are able to enjoy its unique benefits
- Significantly improve accessibility so that all members of the community can easily enjoy the Winter Garden

We look forward to being involved further in your plans and will do all that we can to support you to secure the external funding needed to preserve and improve this wonderful community building.

Kind regards

[REDACTED]
GCDA CEO

GREENWICH PARKS FORUM

43 Glenesk Road
Eltham
London SE9 1AG

4 July 2022

Dear Councillor Khaireh

I am writing on behalf of the Greenwich Parks Forum to express its support for the Royal Borough of Greenwich's plans to restore and refurbish the Winter Garden.

The Forum is a network of the 28 Friends of Parks groups in the Borough, committed to maintaining and extending the amenities and ambiances of these much valued parks, pleasaunces and commons. Avery Hill has a particularly significant profile as a park, in that it is graced by the presence of the Winter Garden conservatory, second only to Kew in its size and importance.

The Forum has given its support to the Save Avery Hill's campaign to save the Winter Garden, and it is gratified that there is widespread backing for the future survival and sustainability of this unique historical asset. Restored to its former glory, the Winter Garden has the potential to become a vibrant hub for cultural, educational and community events. The Winter Garden is well loved within the local community across all generations, and its revival will increase its attraction to visitors from outside the local Eltham area. The widening of its appeal will enhance the conservatory's role in the area's economic, social and cultural life, opening opportunities in employment and education for local people. External funding will ensure that the Winter Garden fulfils this role, and gives it the means of sustaining its impact well into the future.


Chair

Greenwich Parks Forum



Holy Trinity
Eltham

www.ht-eltham.org.uk

Parish Priest
Father [REDACTED]

Vicarage: [REDACTED]
Email: fr.brett@ht-e.org.uk

1 July 2022

Dear Councillor Khaireh

This letter comes in support of the Royal Borough of Greenwich's plans to re-open a restored Avery Hill Winter Garden to the wider community. I am writing on behalf of Holy Trinity Eltham, which is the parish church for the area in which the Winter Garden is located. We have a strong sense of connection and interest in its future.

The proposals for its restoration are positive and we want to emphasise our support for the Council's plans. Retaining and encouraging diverse community access to the building and restoration of the fabric of the Winter Garden and the planting within it are important priorities. We are conscious that it has great potential to be a valuable community resource and want to encourage the plans to increase community use, not least by providing educational and skills development opportunities. The possibility for creating employment and supporting the local economy and businesses by increased footfall from both local people and visitors from further afield will be a welcome contribution to local life.

The intention to create a sustainable business model for the Winter Garden is to be encouraged, and the proposal to do so while ensuring the community remains part of the venue's core values is important. It is a superb local resource which has too long had a history of neglect and underutilisation. The Royal Borough of Greenwich's proposals seem to us an excellent set of plans; not only will a place of beauty and significance be returned to the local community's use, but it will become an attraction in itself. The Winter Garden ought to become a facility that can proudly join Eltham Palace as one of our local treasures.

If there are ways we are able to support you further in securing the external funding needed to preserve and improve this important community building, we will be very glad to do so and look forward to hearing the next stages of your plans.

Yours sincerely

[REDACTED]

[REDACTED]

Parish Priest



**Councillor Sammy Backon &
Councillor Lauren Dingsdale**

Town Hall
Wellington Street
London
SE18 6PW



020 8921 5663

Sammy.backon@@royalgreenwich.gov.uk

Lauren.Dingsdale@royalgreenwich.co.uk

royalgreenwich.gov.uk

26 July 2022

Dear Stuart,

As local councillors we are writing to support the bid to the Levelling Up fund for the Winter Garden in Avery Hill Park. The Avery Hill Winter Garden is at the heart of the local community. The unique and listed heritage asset should be protected and restored, to be enjoyed by today's residents and visitors, and for future generations to come.

The stunning glass house which is the second largest in the UK, is a Southeast London landmark, and adored by locals and visitors. It is one of the most instantly recognisable buildings in Southeast London and beyond.

The Levelling Up fund would be pivotal in refurbishing the building, which would then attract significant commercial interest from weddings and conferences to provide income for the upkeep of the buildings in future and allow the site to be self-sustaining. Crucially, the restoration of the Winter Garden via a community-led non-profit enterprise would also maintain the ability of the Winter Garden to remain open to the public for free throughout the year and benefit the local community in other ways, for example, via apprenticeships.

We look forward to working closely with the local community, the Friends of Avery Hill Park group, the local MP and all other interested stakeholders to ensure that the Avery Hill Winter Garden is restored and becomes, once again, an asset to the local community.

Thank you for all you are doing to help support this bid.

Kind Regards,

Sammy Backon and Lauren Dingsdale
Councillors for Eltham Town and Avery Hill Ward



Struggling?



Have your say

MAYOR OF LONDON

Councillor Anthony Okereke

Leader of the Council
Royal Borough of Greenwich
Wellington Street
London SE18 6PW

Date: 30 June 2022

Dear Anthony,

Avery Hill Winter Gardens – Levelling Up Fund Round 2 Application

Thank you for sharing an outline of your Round 2 Levelling Up Fund application.

I am as determined as ever to build bridges between the different communities in our city, with government and with the rest of the country, to demonstrate how London can support the national recovery and the levelling up agenda.

The pandemic has had a profound impact on communities, businesses and local places, amplifying existing inequalities and hitting specific London economies particularly hard.

Working across London government, civil society and the private sector, the London Recovery Board has been focussed on restoring confidence in the city, minimising the impact of the pandemic on London's most vulnerable communities and rebuilding the city's economy and society. Collaboration with London Councils has underpinned development of the London Economic Recovery Framework. This is critical not only to London's recovery, but also to helping drive the national recovery and levelling up regions across the country.

The Levelling Up White Paper acknowledges that there are stark geographical inequalities within as well as between cities, towns and villages. Nowhere is this as stark as in London, where sharp inequality means that while we have the highest incomes of any UK region, we also have the highest poverty rate.

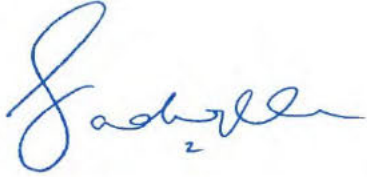
I am pleased that your proposals are in alignment with the priorities of the London Recovery Board and the London Economic Recovery Framework and that they respond to the need to level up parts of London. On this basis I am happy to provide endorsement of the strategic alignment between your application and city-level recovery plans.

My officers are working across London Recovery Board missions and would be happy to support you in the development of your transformational project.

MAYOR OF LONDON

I wish you every success with your application to the Fund.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Sadiq Khan', with a small '2' written below the 'h'.

Sadiq Khan
Mayor of London



MAYOR OF LONDON



INVESTORS
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Dear Cllr Khaireh

Re: Royal Borough of Greenwich's plans to restore Avery Hill Winter Garden

I am writing on behalf of METRO GAVS to confirm our support for the Royal Borough of Greenwich's plans to restore Avery Hill Winter Garden and reopen it for the community. We are particularly supportive of your plans to:

- Retain and encourage community access to the building
- Restore the fabric of the building to return it to a functioning space
- Replant the garden to return it to its former glory
- Encourage community use through events and activities
- Provide education and learning opportunities that celebrate the history of the building and its horticultural heritage and future
- Provide new employment and skills development opportunities
- Support mental wellbeing through enjoyment of the Winter Garden and its associated activities
- Develop a business model that will support the venue financially while also keeping the community at its heart
- Widen the appeal of the Winter Garden so that more diverse audiences are able to enjoy its unique benefits
- Significantly improve accessibility so that all members of the community can easily enjoy the Winter Garden

We look forward to being involved further in your plans and will do all that we can to support you to secure the external funding needed to preserve and improve this wonderful community building.

Kind regards



Voice & Infrastructure Manager

METRO Woolwich
1st Floor Equitable House
7 General Gordon Square
London
SE18 6FH

METRO Essex
Suite 1 Perception House
50B Duke Street
Chelmsford
CM1 1JA

METRO Gillingham
Long Catlis Road
Parkwood, Rainham
Gillingham
Kent
ME8 9PR

METRO GAD
The Forum at Greenwich
Trafalgar Road
London
SE10 9EQ

METRO New Cross
The Mulberry Centre
15 Amersham Vale
London
SE14 6LE

Stuart Godfrey
Assistant Director, Corporate and Central Services
Royal Borough of Greenwich
Woolwich Centre
35 Wellington Street,
London SE18 6HQ

30 June 2022

Dear Stuart

I am writing to offer my strong support for the bid to the Levelling Up fund for the Winter Garden in Avery Hill Park to help secure a viable long-term future for this iconic site.

The story of the Manor House and its development is at the heart of the heritage of Avery Hill and the surrounding area. The beautiful extensive glass houses – the largest outside Kew Gardens – is one of the the most instantly recognisable buildings in southeast London and beyond.

The levelling up fund will play a vital role in the refurbishment of the buildings and will make them sustainable and facilitate the creation of a community led not-for-profit enterprise to finance the maintenance of the buildings in the future.

One of the great strengths of this scheme is the partnership between local people, the council and me. The local community is committed to managing this scheme to ensure that the public will have free access to the glass houses throughout the year.

Once these buildings have been restored, I have no doubt that they will attract a great deal of commercial interest from people looking to host weddings and conferences that will provide the income stream.

After years of uncertainty the Winter Gardens can now look forward to becoming a real asset for the local community. The Levelling Up Fund is crucial to realising this future. I look forward to working closely with the local council, the Avery Hill community and all the other agencies involved to ensure that together we create something truly unique.

Thank you for giving this matter your attention.

Best wishes



Clive Efford
Member of Parliament for Eltham



Friends of Oxleas Woodlands



4 July 2022.

Dear Cllr Khaireh

I am writing on behalf of the Friends of Oxleas Woodlands to confirm our support for the Royal Borough of Greenwich's intention to restore the Avery Hill Winter Gardens; the building and the gardens; and to make these accessible to all members of the community. We also support the Council's plan for education and learning opportunities that celebrate the history of the building and its horticultural heritage and future.

We look forward to hearing more about the Council's plans and working together to support these wherever possible.

Best wishes



Secretary to the Friends of Oxleas Woodlands.



Avery Hill Winter Garden

Dear Cllr Khaireh

I am writing on behalf of "Royal Greenwich Heritage Trust" to confirm our support for the Royal Borough of Greenwich's plans to restore Avery Hill Winter Garden and reopen it for the community.

Avery Hill is a local building of important historic significance and we welcome the Council's plans to conserve and repair the Winter Gardens and improve its access and use.

We are particularly supportive of your plans to:

- Encourage community use through events and activities
- Support mental wellbeing through enjoyment of the Winter Garden and its associated activities
- Widen the appeal of the Winter Garden so that more diverse audiences are able to enjoy its unique benefits

We look forward to being involved further in your plans and will do all that we can to support you to secure the external funding needed to preserve and improve this wonderful community building.

Kind regards



Chief Executive Officer



4 July 2022

LETTER IN SUPPORT FOR RBG's APPLICATION FOR THE LEVELLING UP FUND

The Save Avery Hill Winter Garden campaign was formed in December 2014 following the University of Greenwich's decision to sell the Avery Hill mansion site.

This decision meant that their bid to the Heritage Lottery Fund to restore the Winter Garden lapsed, which had gained Stage 1 approval, and the ownership and future of the site became uncertain.

The campaign has been an umbrella body for all the community organisations within the area and has successfully liaised with the council, the DfE and Harris Academy on the best way to protect the site and guarantee its long-term future as a public asset.

During those seven years, the campaign has held several well-attended public meetings, each attended by more than 100 people. A petition was organised which attracted more than 5,000 names and the campaign officers have held numerous meetings with the key players to chart a way forward.

The support from the local community has been overwhelming and the concern of people for the building and its current state has galvanised their enthusiasm for its future.

A series of guided tours were held before the University closed the site to enable people to see, mostly for the first time, the interior the listed Mansion site. Most people have been familiar with the Winter Garden over the years and visited with friends and relatives but few were aware of the grandeur of the galleries which connect to the Garden and the possibility of it becoming an integrated unit for the first time since the 1900s, recreating the Victorian vision of its builder.

The campaign is continuing to take on this coordinating role to represent the various interests of the local community. During the planning process, there were seven meetings with the developers on the numerous aspects of the design, practicalities and future use of the site in which many satisfactory compromises were reached and a vision for the future was evolved.

Therefore, the campaign fully endorses the Levelling Up Fund application which would enable the potential of the site to be unlocked to provide a significant historical asset which is relevant to contemporary needs and aspirations. It can be an important focus for leisure, education, jobs and hospitality training as well as being a source of pride for people of all ages and backgrounds in our diverse community.

██████████, secretary, Save Avery Hill Winter Garden campaign



Cllr Adel Khaireh

Cabinet Member for Culture, Communities and Equalities
Royal Borough of Greenwich

Via email

7 July 2022

Dear Adel,

Avery Hill Winter Garden

In January, I spent some time with the council's consultants to contribute to the study looking at the feasibility of restoring and reimagining Avery Hill Winter Garden. It's clear to me that your plans for the site overall would not only create a significant community asset that will improve the quality of life of local residents; but also that they dovetail into our own strategy and wider plans to better connect communities across the Borough and drive the visitor economy.

For our part, you're aware that our ambition is to benefit the entire Borough from our base in Woolwich. Geographically, the south of the Borough is the hardest part to reach, and we have long anticipated needing to develop partnerships with satellite venues to present Woolwich Works' events, community and education programmes in the Eltham area as we grow. We would be keen to explore such a partnership with the future operators of Avery Hill Winter Gardens to extend our reach, and for that arrangement to be reciprocal.

Similarly, I am sure that the opportunities around work and skills and to create meaningful progression routes to better jobs that will arise from Avery Hill would have as much potential as we have already proven in the past few months at Woolwich Works.

Greenwich Town Centre is known in no small part for the historic buildings of the UNESCO World Heritage site, but there is a wealth of outstanding architecture across the Borough. In many cases such buildings have sadly fallen into disrepair and are in danger of being lost. With projects such as Plumstead Library and Woolwich Works, the Council has a proven track record of delivering the successful refurbishment of its heritage assets to benefit the community and drive regeneration. It is a strategy which, in my view, it should continue to pursue.

I hope very much that you will get the support you deserve for your proposals for Avery Hill. You have mine.

Sincerely



Chief Executive & Creative Director

Woolwich Creative District Trust
The Fireworks Factory
11 No. 1 Street
London
SE18 6HD

020 8035 8835
hello@woolwich.works
www.woolwich.works

Chief Executive & Creative Director



Interim Chair



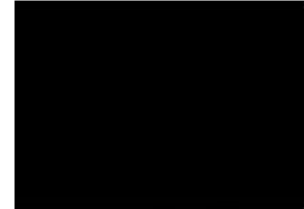
Founder
Royal Borough of Greenwich

Woolwich Creative District Trust (trading as Woolwich Works) is a charity and a company limited by guarantee registered in England and Wales with Registered Charity Number 1189180 and Registered Number 11369859. VAT Registration Number: 345822101. Registered office: Wellesley House, Duke of Wellington Avenue, London SE18 6SS. This letter is private and confidential and subject to contract. Nothing in this letter constitutes an order unless signed by the Chief Executive.

The Eltham Society

*Preserving the past
Conserving the present
Protecting the future*

www.theelthamsociety.org.uk



contact@theelthamsociety.org.uk

6 July 2022

Cllr Adel Khaireh
Cabinet Member for Equality, Culture and Communities
Royal Borough of Greenwich
Town Hall
Wellington Street
Woolwich
SE18 6PW

By email

Dear Cllr Khaireh

Restoration of Avery Hill Winter Garden

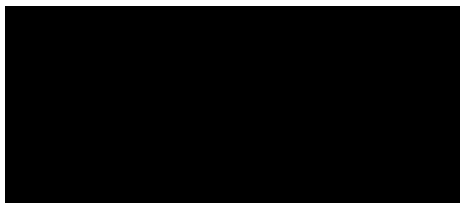
The Eltham Society confirms its support for the Royal Borough of Greenwich's plans to restore Avery Hill Winter Garden and reopen it for the community.

We are particularly supportive of your plans to:

- Retain and encourage community access to the building
- Restore the fabric of the building, returning it its original function
- Replant the garden where necessary to return it to its former glory
- Encourage community use through events and activities
- Provide education and learning opportunities that celebrate the history of the building and its horticultural heritage and future
- Provide new employment and skills development opportunities
- Support mental wellbeing through enjoyment of the Winter Garden and its associated activities
- Support the local economy and businesses by increasing footfall to the surrounding areas and providing opportunities for pop-up initiatives
- Attract visitors from outside the local area to spend time and money in and around the Winter Garden
- Develop a business model that will support the venue financially while also keeping the community at its heart
- Widen the appeal of the Winter Garden so that more diverse audiences are able to enjoy its unique benefits
- Significantly improve accessibility so that all members of the community can easily enjoy the Winter Garden

The Society looks forward to being involved further in your plans and continue to support you to secure the external funding needed to preserve and improve the Winter Garden as a community building.

Yours sincerely,



Honorary Secretary
The Eltham Society

Dear Cllr Khaireh

I am writing on behalf of GCDA to confirm our support for the Royal Borough of Greenwich's plans to restore Avery Hill Winter Garden and reopen it for the community.

We are particularly supportive of your plans to:

- Retain and encourage community access to the building
- Restore the fabric of the building to return it to a functioning space
- Replant the garden to return it to its former glory
- Encourage community use through events and activities
- Provide education and learning opportunities that celebrate the history of the building and its horticultural heritage and future
- Provide new employment and skills development opportunities
- Support mental wellbeing through enjoyment of the Winter Garden and its associated activities
- Support the local economy and businesses by increasing footfall to the surrounding areas and providing opportunities for pop-up initiatives
- Attract visitors from outside the local area to spend time and money in and around the venue, in particular Eltham High Street
- Develop a business model that will support the venue financially while also keeping the community at its heart and ensure the sustainability of the Winter Garden.
- Widen the appeal of the Winter Garden so that more diverse audiences are able to enjoy its unique benefits
- Significantly improve accessibility so that all members of the community can easily enjoy the Winter Garden

We look forward to being involved further in your plans and will do all that we can to support you to secure the external funding needed to preserve and improve this wonderful community building.

Kind regards

[Redacted Signature]

GCDA CEO



Avery Hill Winter Garden

Dear Cllr Khaireh

I am writing on behalf of "Royal Greenwich Heritage Trust" to confirm our support for the Royal Borough of Greenwich's plans to restore Avery Hill Winter Garden and reopen it for the community.

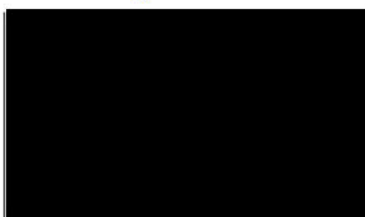
Avery Hill is a local building of important historic significance and we welcome the Council's plans to conserve and repair the Winter Gardens and improve its access and use.

We are particularly supportive of your plans to:

- Encourage community use through events and activities
- Support mental wellbeing through enjoyment of the Winter Garden and its associated activities
- Widen the appeal of the Winter Garden so that more diverse audiences are able to enjoy its unique benefits

We look forward to being involved further in your plans and will do all that we can to support you to secure the external funding needed to preserve and improve this wonderful community building.

Kind regards



Chief Executive Officer



MAYOR OF LONDON



INVESTORS
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Dear Cllr Khaireh

Re: Royal Borough of Greenwich's plans to restore Avery Hill Winter Garden

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We look forward to being involved further in your plans and will do all that we can to support you to secure the external funding needed to preserve and improve this wonderful community building.

Kind regards



Voice & Infrastructure Manager

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Suite 1 Perception House
50B Duke Street
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METRO Gillingham
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