

**Title of Report:** OPDC Great Place Scheme  
**Meeting date:** 22 June 2017  
**Report to:** Board  
**Report of:** Michael Mulhern, Director of Planning

**For Decision**

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**This report will be considered in public**

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**1 Summary**

- 1.1 This report provides officer recommendations in relation to OPDC's successful bid for, and funding arrangements associated with, the Great Place Scheme. The report sets out the total budget of £3,278,800 inclusive of up to £1,489,200 of grant funding, for approval by the Board. It outlines the anticipated outputs and outcomes, including an indicative programme, as well as an overall budget and governance arrangements which will underpin a curated and participatory programme to embed arts, culture and heritage in local plans and decision making.

**2 Recommendations**

**2.1 The Board is asked to:**

- 2.1.1 Approve total programme expenditure up to the value of £3,278,800, as detailed within this report**
- 2.1.2 Approve the receipt of £1,489,200 of grant funding from the Great Place Scheme**
- 2.1.3 Approve expenditure of up to £210,000 to appoint a Great Place Scheme Programme Manager on a three-year fixed term contract**
- 2.1.4 Delegate authority to the Chief Executive Officer to approve expenditure within the approved cash budget of up to £1,914,200**
- 2.1.5 Note the OPDC match funding requirement (cash) of up to £150,000**

**2.1.6 Approve OPDC underwriting up to £275,000 of the commercial/business (sponsorship) and other public sector income, in the event that this is not secured.**

**3 Background**

- 3.1 The Great Place Scheme is a £15million fund to help put arts, culture and heritage at the heart of successful communities. It was set up by the Heritage Lottery Fund (HLF) and Arts Council England (ACE), with support from Historic England (HE). The Great Place Scheme will fund activities for up to three years.
- 3.2 The Scheme was set up to fund pilot projects in areas where there is a commitment to embed arts, culture and heritage in local plans and decision-making; in turn helping to guide development and regeneration. By strengthening the networks between arts, culture, heritage and community organisations, projects will enhance the role that culture plays in the future of each place participating in the Scheme. Projects will also lead to a wide range of social and economic benefits.
- 3.3 OPDC submitted a bid to the Great Place Scheme on 12<sup>th</sup> January 2017. HLF, ACE and HE confirmed that OPDC's bid was successful on 17<sup>th</sup> March 2017. An initial meeting with the funders took place on the 25<sup>th</sup> May 2017. The next step is for OPDC to apply for Permission to Start. Once approved by the funders, the Permission to Start would confirm that OPDC understands and accepts the grant award along with all the associated requirements. The funders will not make any grant payments until Permission to Start has been approved.

**4 OPDC's Great Place Scheme**

- 4.1 OPDC's successful Great Place Scheme bid focussed on a participatory programme of activities that will **Uncover, Connect and Showcase** the culture, creativity and heritage of Park Royal and help shape the future of Old Oak. Whilst Park Royal will be a key area of focus, the programme will also relate to the Old Oak area and aims to also benefit the wider area beyond OPDC's boundary. The budget will be used to deliver outcomes agreed with HLF and ACE and based on a programme of activities which will be developed and refined in collaboration with key partners over the course of the next 3 years.

## Key outputs and outcomes

4.2 The funding will enable the delivery of the following key outputs and outcomes over the three years:

- *Raise the profile of the area: its heritage, its culture, its people and its business and community organisations:* Over 120,000 people from the local area and further afield will be involved in our programme, as audience members, participants, and volunteers.
- *Create a destination that generates visitors, investment and opportunities by building a critical mass and encouraging collaborations:* We will host over 150 diverse and engaging public events and commission over 50 local artists and organisations.
- *Our community will be better placed to contribute to the plans to develop the area. We will strengthen the role of grassroots organisations in placemaking at Park Royal with an aim to protect and enhance its unique assets.* We will establish a group of over 2,000 regularly engaged Active Citizens, of which 1,000 will be recruited and trained to support the projects. Our programme is aimed at creating new relationships with those hardest to reach groups in our community and this will be an area of particular focus. We will develop ways for citizens to influence the development process through our dual function as developer/regeneration agency and planning authority.
- *Activate the public realm, make it legible, safe and useable and provide spaces for creative and engaging activities to happen.* Our programme will host activities that will test out how the public realm could be used as a meeting place and for creative community activities. These public realm interventions will be co-created with the community.
- *Build on the unique heritage of Park Royal to inform future development and truly celebrate the place. We will create strong and sustainable links with surrounding areas, activities and people.* This will include: providing opportunities for every school child in every local school to engage with our programme and be able to take part in social action, forming a closer bond with the area and the way it is developing.
- *Provide tangible benefits to our diverse communities:* provide new training and employment opportunities for local people through the Park Royal Hub, with a goal to create a minimum of 50 work placements, apprenticeships, or paid internships over the next three years in the cultural, heritage and creative sector through engaging with new jobseekers with a specific focus on young people.

## Indicative programme

- 4.3 OPDC's successful bid application was based on an example programme, which included the 3 main themes (Uncover, Connect and Showcase) and outlined a number of projects as follows:

### **Uncover**

- a. **Park Royal is Open:** mass open days connected to the London- wide event Open House, where we collaborate with businesses and cultural partners to open up the factories and warehouses to the public. With a focus on heritage and arts led themes, activities could include treasure hunts to encourage exploration.
- b. **Park Royal Tourist Information:** a new kind of information point and exploratory space which will be in partnership with local people, schools, an artist and a historian. A new kind of pop-up tourist information bureau would act as a mobile base throughout the project for people to engage with the process and with the many histories and the changing shape of the site.
- c. **Signage, Landmarks, Wayfinding and the Public Realm:** a new wayfinding strategy working with artists which could result in new public artworks and local landmarks and make use of the significant hoardings. These projects would also working with community partners on plans for the public realm.
- d. Developing **community led research** to get a full baseline for the local area.

### **Connect**

- a. **A Hub for the programme:** a visible home for the programme in a conveniently located public facing building ideally close to North Acton Station; this could be Lyra Court for example. This space will become a central meeting point, a landmark and a shop window for our programme, the façade activated by artist commissions.
- b. **Community Dining Tables and Street Kitchens:** We will use food as a tool to bring our diverse communities together. Hosted by a local food business or community organisation, community meals will be an opportunity to exchange ideas, information, make new connections and bring together stakeholders. Temporary kitchens and dining rooms will be set up in surprising locations from factories, car parks, warehouses and local schools and be used as opportunities to test out both internal

and external public spaces and to learn how public space in the area can work.

## **Showcase**

- a. **Park Royal Open Commissions:** We will invite an individual artist or a group, through a high profile competition, to lead a commission which will actively involve a significant number of local people and act as a high point for our story. Each commission will be framed around uncovering and exploring the history, culture, people and the future of Park Royal.
- b. **Park Royal Open Grant Programme:** Small Grants to community Groups and Local Artists for projects. This could support events and include community decision taking. New collaborations, new ways of sharing will build capacity and local cultural and community cohesion. Over the three years, more than 50 artists/organisations will have supported the wider programme, including the annual commissions.
- c. **Made In Park Royal:** a unique collaboration between the community, business partners and artists to showcase the extraordinary manufacturing heritage of Park Royal through one off events and bespoke products. Branded as Made in Park Royal, examples could be a limited edition pack of a new biscuit, a new flavour of ice cream and exhibitions based on old logos of local companies.
- d. Testing the feasibility of **innovation hubs**, such as technology startups.

4.4 Appendix A illustrates the overall programme.

4.5 It is anticipated that the Great Place Programme Manager will be supported by junior staff members and a Curatorial Partner (to be commissioned) to help shape the 3 year programme, developing and refining the list of projects in collaboration with a wider steering group (see section on Project Management below).

## **5 Project Management**

### OPDC programme governance arrangements

5.1 OPDC's Great Place Scheme programme sits within OPDC's Planning Directorate, within the Design team.

5.2 The Great Place Scheme Programme Manager will be recruited on a three year, fixed term contract, and will lead a team focussed on managing delivery of the programme. The team will consist of the Great Place Scheme Programme Manager, junior staff and staff time from other OPDC officers.

The team will be supported by an arts/cultural/heritage curatorial partner, who will provide expertise, thought leadership, project management and curatorial and programme support to ensure the highest quality and consistency in terms of project delivery.

- 5.3 The team will report into the Senior Management Team via the Director of Planning, and also to a newly established Great Place Scheme Steering Group.
- 5.4 The Steering Group, chaired by OPDC, will formally guide the development of the programme. Members will include representatives from:
  - OPDC
  - London Borough of Brent
  - London Borough of Ealing
  - London Borough of Hammersmith and Fulham
  - Curatorial partner (to be appointed)
  - Local business representatives
  - Local Arts/Culture/Heritage organisations
  - Active citizens/community representatives
- 5.5 The funding partners (HLF, ACE and HE) will be invited to sit as observers on the Steering Group.
- 5.6 The chair of Steering Group will report into the Senior Management Team (SMT) and, in turn, the SMT will report to the OPDC Board.
- 5.7 The governance structure will be refined and formalised, including terms of reference for meeting/working groups, by the Great Place Programme Manager. Once in place, the governance arrangements will ensure that the programme is delivered in accordance with OPDC's and the Mayor of London's priorities.
- 5.8 As part of the conditions of the grant funding of £1,489,200, HLF and ACE require progress to be regularly monitored against the approved purposes of the grant and risks will be assessed/reported on an ongoing basis (but at least on a quarterly basis) to the funding partners.

## Active Citizens Role

- 5.9 Delivering OPDC's Great Place Scheme programme will take incredible support from businesses and the community, and the programme includes working with almost 2,000 Active Citizens who will be drawn from the 40+ community groups who are based locally alongside schools, businesses, and resident associations. These volunteers will support and promote activities and events and the engagement programme would be designed to reach school children in the area. Building on the local plan and masterplanning, this part of the programme will also help to give local people training and support so that they can play a role in shaping future changes.

## Budget

- 5.10 The total budget for programme is £3, 278,800, with a total cash expenditure of 1,914,200 required and in kind contributions of £1, 364,600 (see Table 1). An indicative breakdown is set out below:

*Table 1 - Expenditure over the 3 year programme*

Item	Description	Cost
Cash expenditure		
Project activity costs	Delivery of the Great Place Scheme projects, including training/travel expenses for volunteers, and publicity and promotion. OPDC Comms & Marketing channels will be utilised where possible, and in-kind and earned sources leveraged	£1,200,200
OPDC new staff costs (3years)	Includes costs of recruiting new staff	£379,000
Other costs	Professional fees, allowances for capital works to a new hub space, Project Evaluation	£170,000
Contingency (10%)		£165,000
<i>Total cash expenditure</i>		<i>£1,914,200</i>
In-kind expenditure		
OPDC Non-cash contributions	In kind staff and wider OPDC programme support	£602,600
Volunteer time		£762,000

<i>Total in kind expenditure</i>	1,364,600
<b>Total expenditure</b>	<b>£3,278,800</b>

- 5.11 It is anticipated that the Great Place Programme Manager and the curatorial partner will shape the 3 year programme, developing a detailed list of projects, in collaboration with a wider steering group as well as the funding partners. As the programme is confirmed and project costs and additional funding streams are clarified, the budget will be re-profiled accordingly but would not exceed the total expenditure set out in Table 1 above.

*Table 2 - Income over 3 year programme*

Item	Description	Currently secured?	Cost
Cash income			
HLF/ACE Grant funding	Can be used for approved purposes as part of Great Place Scheme	Yes (subject to Permission to Start)	£1,489,200
OPDC cash contribution	10% match funding	Yes	£150,000
Commercial/business	Corporate sponsorship	No	£200,000
Other public sector	To include Section 106 funding	No	£75,000
<i>Total income cash</i>			1,914,200
In-kind income			
OPDC Non cash contributions	This includes time contributions from OPDC/GLA staff resources and other OPDC projects already underway or planned over the coming years that would add value to the Great Place Scheme.	Yes (will continue throughout project)	£602,600
Volunteer time	Based on 2,000+ volunteers being involved and across a range of skills levels.	Yes (will continue throughout project)	£762,000
<i>Total income in kind</i>			£1,364,600
<b>Total income</b>			<b>£3,278,800</b>



- 5.12 The income includes cash and in kind contributions (see Table 2 above). The primary source of cash income is the HLF/ACE grant funding. However, match funding, corporate sponsorship and other public sector funding are also included as sources of incomes. This is considered in more detail in section 4.

### **Drawing down funding from funders**

- 5.13 The next step is for OPDC to apply for Permission to Start. Once approved by the funders, the Permission to Start would confirm that OPDC understands and accepts the grant award along with all the associated requirements. The funders will not make any grant payments until Permission to Start has been approved.

## **6 Issues for Consideration**

- 6.1 The funding is available up until 31 December 2020. Delays could impact on the programme delivery and therefore the amount of money that can be accessed from the funding pot.

### **Next steps**

- 6.2 A number of preliminary tasks need to be undertaken, including the recruitment/procurement of staff and expertise to manage the project. Therefore, recruitment of the Great Place Programme Manager is already underway.
- 6.3 Staff will be recruited according to the OPDC HR procedures, which include name-blinding and other protocols to ensure a fair, equal and accessible process.
- 6.4 The appointment of the curatorial partner will be made through a competitive procurement of services process. All procurement of goods and services will meet or exceed the expectations of the OPDC Contracts and Funding Code.
- 6.5 The next steps following consideration by Board are summarised below:
- Appoint Great Place Programme Manager
  - Commence procurement of Curatorial partner
  - Submit Permission to Start Forms to funding partners
  - Set up Steering Group meeting(s)
  - OPDC Great Place Scheme Programme developed
  - Formal Launch of OPDC Great Place Scheme

## **7 Equality Comments**

- 7.1 It is considered that the activity proposed will not negatively affect any of the groups identified under the public sector equality duty. On the contrary, the involvement of active citizens, community organisations and local businesses should result in greater participation in decision making and will provide opportunities for training and support.

## **8 Financial Implications**

- 8.1 The total three-year programme value is £3,278,800, which comprises of cash and non-cash elements. The cash element of the programme expenditure totals £1,914,200 (of which £1,489,200 will be funded through the HLF/ACE grant) with an additional £1,364,600 in-kind provision.
- 8.2 OPDC's cash contribution (match funding) of £150,000 over the three-year programme will be met from the existing Park Royal Programme budget for 2017/18 – 2020/21.
- 8.3 External Income (commercial/business and other public sector cash contributions) totalling £275,000 is currently being sought by OPDC officers to supplement the programme. HLF require 75% of partnership funding to be in place when applying for permission to start the project and 100% by December 2017.
- 8.4 In the event that the income is not secured, OPDC will underwrite up to the total value of £275,000 but officers are also currently in discussions with the funders regarding the option to reduce the overall programme expenditure accordingly as an alternative to OPDC underwriting the income. Consequently, officers are advised not to commit expenditure which the external income is funding until confirmation of the requirements is received from the grant funders.
- 8.5 The budget required to fund the 3 year fixed term contract for the Great Place Scheme Programme manager will initially be met from the OPDC match funding contribution of £50k in 2017/18, as the funding agreement for the grant income is yet to be signed. The remainder of the resources required to meet the cost will be from a combination of OPDC match funding (a further £50k in each of 2018/19 and 2019/20) and grant funding.
- 8.6 The funder has confirmed that any expenditure, which forms part of the approved costs, incurred before Permission to Start is approved will count towards the overall programme costs.
- 8.7 The grant income is available to the Authority to spend until December 2020. If there is a requirement to extend the contract of the post holder beyond 3

years, the additional funding required will need to be contained within the Great Place Programme budget.

- 8.8 In the event that the post holder has accumulated continuous service at the end of the fixed term contract, they may be entitled to a redundancy payment. The funding of this will also need to be contained within the Great Place Scheme Programme budget.

## **9 Legal implications**

- 9.1 The proposal is consistent with the OPDCs legal powers.

## **10 Appendices**

Appendix A – Illustrative Programme

## **11 Background Papers**

None

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