

**Title of Report:**       **Good Growth Fund**  
**Meeting date:**       28 March 2019  
**Report to:**            Board  
**Report of:**            Tom Cardis, Interim Director of Planning / Peter O'Dowd,  
                                Technical Director

**For Decision**

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**This report will be considered in public**

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**1       Summary**

- 1.1       This report provides an update on OPDC's successful bid for, and funding arrangements associated with, the delivery of Early Activation projects in the Scrubs Lane area utilising grant funding from the GLA's Good Growth Fund. The report outlines the objectives of the early activation initiative and requests approval for the anticipated projects to be delivered utilising this funding.
- 1.2       An update on the development of a 'Canal Placemaking Strategy' for the Grand Union Canal is also provided in this report.

**2       Recommendations**

**The Board is asked to:**

- 2.1       **Approve the receipt of £750,004 grant funding (capital) from the GLA's Good Growth Fund (Round 1) and total programme expenditure of up to the value of £1,500,008, to deliver early activation projects in the Scrubs Lane area.**
- 2.2       **Delegate authority to the Chief Executive Officer to approve expenditure within the approved cash budget of up to £1,082,207 (as detailed in the Finance Comments).**
- 2.3       **Approve OPDC underwriting up to £119,703 of S.106 contributions, in the event that these are not secured.**
- 2.4       **Note the OPDC match funding requirements of up to £332,203**

- 2.5 **Approve the receipt and expenditure of £50,000 of grant funding from the GLA's Good Growth Fund (Round 1) for the development of a 'Canal Placemaking Strategy' for the Grand Union Canal within OPDC's area.**

### **3 Background**

#### Early Activation Overview

- 3.1 Early Activation forms part of the OPDC's Delivery Plan. Stage 1 of the Old Oak masterplan has established a phased approach to delivery that includes three distinct phases – the first of which is Early Activation.
- 3.2 Early Activation enables OPDC to deliver improvements and pilot initiatives within locations where it is possible to accelerate delivery. It is an initiative comprising a portfolio of capital projects located across Old Oak and Park Royal, which will together deliver the objectives set out below over the next five years. A key aim is to provide confidence that OPDC are bringing forward the successful regeneration of Old Oak and Park Royal.
- 3.3 The overarching objectives of the Early Activation Programme are:
- To delivery immediate benefits for local communities by improving physical links, open spaces and community infrastructure
  - To establish a reputation for innovative, creative placemaking in Old Oak and Park Royal to attract high calibre investors and organisations
  - To pilot activities and foster local initiatives that could benefit future redevelopments
- 3.4 The initial project scoping work undertaken during 2018 has identified around 12 potential projects for Early Activation clustered in three strategic areas: Old Oak 'fringe', Park Royal centre, and the Grand Union Canal. Five of these projects have been agreed as priorities for delivery within the first phase to implementation (2019-2021), as follows:
1. Willesden Junction Station environs improvements
  2. Wormwood Scrubs entrance from Scrubs Lane – improvements
  3. Old Oak Lane to canal - ramp upgrade
  4. Harlesden Canalside Cluster
  5. Cerebos Gardens improvements
- 3.5 OPDC made an application to the GLA's Good Growth Fund round 1 for capital funding to support the delivery of the first two of the above projects. Match funding has been secured from a range of sources including the OPDC's Great Places Scheme funding, S106 contributions, and third-party funding. ODPC

was successful in this application and is now seeking OPDC Board approval to receive the funding granted to OPDC.

- 3.6 In addition, OPDC made an application to the GLA's Good Growth Fund round 1 for projects along the Grand Union Canal which was unsuccessful, but the GLA supported the underlying vision to revitalise the canal and awarded 'project development' funding to OPDC to undertake a Placemaking Strategy for the Grand Union Canal. This is intended to enable OPDC to be in a stronger position to secure funding and deliver strategically significant, coordinated projects along the canal. OPDC also seeks OPDC Board approval to receive this funding granted to OPDC.
- 3.7 The GLA's Good Growth Fund is the Mayor of London's regeneration programme, delivered through the London Economic Action Partnership (LEAP). It will provide up to £70m funding from the Local Growth Fund in the form of grants. It has been designed to build a broad and balanced programme of innovative and exemplary regeneration activities, and encouraged projects to respond to three strategic challenges: to empower people, to make better places and to grow prosperity. The funding granted must be spent by March 2021.
- 3.8 The key projects which will be delivered using the £750,004 funding awarded to OPDC for early activation projects on and around Scrubs Lane are summarised below. The Grant agreement for this funding between the GLA and OPDC was signed in May 2019.

#### Willesden Junction Station environs

- 3.9 Willesden Junction Station is a key transport hub serving the wider Old Oak area. It sits at the 'front door' of Old Oak where a minimum 24,000 new homes and 55,000 new jobs will be delivered over the next 3 decades. Today the station's access routes are very unpleasant and hostile for pedestrians and suffer from degraded public realm, feel unsafe and are unwelcoming. As part of OPDC's Willesden Junction programme, the opportunity to start implementing short term projects to transform the character and identity of the public realm of the Station approaches has been identified. These improvements will benefit existing and new communities as well as businesses, and will act as a tangible demonstration of the vision held by OPDC and the local authorities for this area years before significant redevelopment begins.
- 3.10 The aim of these short-term transformations are to:
- Improve wayfinding and legibility of connections to Old Oak and to Harlesden Town centre to enhance WJ Station's role as a gateway to the area
  - Improve biodiversity and mitigate hostile and unwelcoming environments through 'greening the grey'.

- Highlight and communicate the process of change and renewal underway.
- Reveal and celebrate local heritage to enhance local pride and identity.
- Deliver short term tangible benefits for existing local communities resulting from OPDC's involvement

OPDC has recently procured a team of design consultants to lead the detailed design of this project. Network Rail, Arriva and TfL are project partners and part of the client team. It is anticipated that works will begin on site spring 2020 and will be completed by autumn 2020.

#### Wormwood Scrubs entrance from Scrubs Lane improvements

- 3.11 Wormwood Scrubs Park is a major open space covering almost 70 ha to the north of the London Borough of Hammersmith and Fulham. The Park is within OPDC's boundary and it sits at the doorstep of Old Oak, the future HS2/Crossrail station as well as White City, with the potential to becoming a major green amenity for north-west London communities and a metropolitan park for London.
- 3.12 Today Wormwood Scrubs is relatively underused, given its size, and has limited facilities to support and encourage greater use, including a lack of visibility and legibility around where the 'entrances' to Wormwood Scrubs from surrounding areas are located.
- 3.13 This project seeks to deliver public realm, signage and biodiversity improvements to the entrance to Wormwood Scrubs on Scrubs Lane, at the closest point to the existing and future communities in Old Oak to the north. Today this entrance is difficult to find as it is just a narrow gap in a fence, overgrown and without any signage, accessed from a particularly hostile stretch of Scrubs Lane. Overall this entrance currently feels invisible, unsafe and is unwelcoming.
- 3.14 OPDC have agreed with LB Hammersmith and Fulham (LBHF) that this project will be integrated into the brief for design consultants currently being commissioned by LBHF to lead the design of the 'Alternative Ecological Mitigation' works on Wormwood Scrubs which LBH+F have secured funding from HS2 to deliver. This will ensure full integration of the proposals and community engagement with the wider strategy, and ensure their strategic benefits are maximised.

#### Canal Placemaking Strategy

- 3.15 The £50,000 project development funding which the GLA has provided to OPDC to undertake the Canal Placemaking Study was confirmed in September 2018. This study will set out a coordinated approach for waterway uses and the setting of the Grand Union Canal across the OPDC area and identify potential projects and interventions with a particular focus on opportunities within the next five to ten years, as part of the OPDC's Early Activation initiative. In

preparing the study OPDC will liaise with surrounding boroughs and the Canal and River Trust (CRT) to identify opportunities for a wider coordination of initiatives and the vision for the Grand Union Canal in North West London.

3.16 The principal objectives of the Canal Placemaking Strategy are:

- 1 Identifying a vision, set of objectives, principles and illustrative initiatives to support high quality place-making along the Grand Union Canal.
- 2 Supporting OPDC in being successful when applying for funding for Early Activation projects along the canal.
- 3 Providing guidance for future Supplementary Planning Documentss and projects to build upon and ensure a coherent approach to place-making along the Grand Union Canal throughout different types and stages of development and regeneration; and
- 4 Facilitating a coordinated 'big picture' approach to the Grand Union Canal in north-west London, to increase the Grand Union Canal's value as a connection between the OPDC area and its immediate surroundings.

3.15 OPDC's Canal Placemaking Study will be developed in collaboration with local authorities within the OPDC area, with the Canal and River Trust (CRT) and with the GLA. Other organisations such as adjacent local authorities and local community groups will be included as stakeholders and will participate in the more strategic coordination discussions as appropriate.

#### Funding for other early activation projects

3.16 In autumn 2018 OPDC applied to the GLA's Good Growth Fund round 2 for funding to deliver a series of early activation projects along the Grand Union Canal. In December 2019 the GLA awarded OPDC £1.2m to deliver these projects, and work is currently underway to confirm the details of the projects and budgets to enable the grant agreement to be finalised. Officers will bring a paper providing full details of these projects and seeking approval to receive the funds to a future OPDC Board meeting. OPDC is also currently developing funding applications for additional budget to deliver Cerebos Gardens and additional aspects of the first phase projects identified, which will also be reported to future OPDC Board meetings if successful.

## **4 Issues for Consideration**

4.1 Risks associated with the grand award for Early Activation projects in the Scrubs Lane area have been considered and are set out below:

4.2 The match funding includes £119,703 of S106 contributions from developments within the OPDC area, to be secured by 2022. However, if there is a shortfall on the S016 contributions secured, OPDC will need to underwrite this.

- 4.3 There is a need to reach agreements with a number of third parties over licensing, deliver and maintenance arrangements for the projects identified, including Network Rail and Arriva for Willesden Junction Station environs and LBHF for Wormwood Scrubs. If these cannot be secured they will delay or prevent projects from being delivered. All of these organisations are closely involved in the project development, and written agreements have been secured confirming their support for the project approach at this stage. Resource constraints within some of these partner organisations has also been identified as a risk.
- 4.4 The funding secured does not cover long term management and maintenance funding, therefore the proposals will be focused on enhance existing assets and amenities rather than creating new assets which will require additional management and maintenance not already within existing arrangements. Where this is not possible, OPDC will seek to identify organisations to support the long-term management and maintenance eg community groups.
- 4.5 The need for sufficient resources within OPDC to manage the delivery of these projects has also been identified as a risk. OPDC has agreed to provide funding for a project manager to lead the delivery of these projects, to start in April 2019.

## **5 Equality Comments**

- 5.1 Under Section 149 of the Equality Act 2010, as a public authority, the Chief Executive Officer must have 'due regard' of the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who have a protected characteristic and those who do not.
- 5.2 The Early Activation projects described above funded by the GLA's Good Growth Fund will have generally positive impacts for surrounding communities, including those with protected characteristics. OPDC, project partners and appointed consultants will engage with local community stakeholders on a fully inclusive basis, in liaison with OPDC's engagement team.
- 5.3 The proposals will be reviewed by the Community Review Group (CRG) to give their views and recommendations. The CRG members reflect the diversity of the wider OPDC area, and represent expertise on age, disability and cultural backgrounds to provide detailed advice.
- 5.4 Any external consultants will be procured under an open tendering process overseen by TfL.

## **6 Financial Implications**

- 6.1 The total three-year programme value is £1,500,008, which comprises of cash and non-cash elements, detailed in the table below

<b>Source of Funding</b>	<b>£'s</b>
GLA Good Growth Fund	750,004
OPDC S106 contribution	119,703
OPDC Budget (Design and Communications)	80,000
OPDC Great Place Scheme Funding	132,500
<b>Total Cash Budget</b>	<b>1,082,207</b>
Third Party Spending (LB Hammersmith & Fulham)	164,000
OPDC Staff Time	253,801
<b>Total Programme Funding</b>	<b>1,500,008</b>

- 6.2 The cash element of the programme expenditure totals £1,082,207 (of which £750,004 will be funded through the GLA Good Growth Fund Capital grant) with an additional £253,801 OPDC staff time and external funding of £164,000 committed by the LB Hammersmith and Fulham.
- 6.3 Of the OPDC cash contribution (match funding) of £332,203, £119,703 is currently being sought to be secured from s106 contributions, by OPDC officers, to supplement the programme.
- 6.4 In the event that the income is not secured, OPDC will underwrite up to the total value of £119,703 but officers will in the first instance discuss with the funders 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 s106 income is funding until this has been secured.

## **7 Legal implications**

- 7.1 The proposals are consistent with the OPDC's legal framework and all expenditure will be in accordance with its procurement obligations

### **Appendices**

Appendix A: Early Activation Projects: First Phase locations

### **Background Papers**

None

**Report originator:** Eleanor Fawcett, Head of Design  
**Telephone:** 020 7983 5732  
**Email:** eleanor.fawcett@opdc.london.gov.uk