

## London Borough of Hammersmith & Fulham

**Report to:** Cabinet

**Date:** 02/11/2020

**Subject:** North End Road Good Growth Fund

**Report of:** Councillor Andrew Jones - Cabinet Member for the Economy

**Responsible Director:** Tony Clements, Strategic Director for the Economy.

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### Summary

The council's vision for North End Road is to create a thriving, sustainable and welcoming high street.

The Council has been successful with an application to the Mayor of London's Good Growth Fund. The fund will allow access to £1m of external funding to implement a range of improvement projects for North End Road.

A grant funding agreement between the council and the GLA has now been signed. This requires the Council to agree the match funding strategy of £1,350,000 by the end of November. This report sets out the proposed match funding strategy for Cabinet approval.

Projects have been developed following extensive engagement with residents, market traders and local businesses and include;

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- Improving the safety and quality of the urban realm by increasing space for pedestrians and cyclists, creating seating, meeting spaces and areas to play,
  - Supporting the growth and viability of the street market and high street. Business support for existing market traders, attracting new market traders, increased customer choice, and building on the emerging character as a hub for ethical businesses,
  - Improving air quality and targeting net zero, reducing vehicle use by providing local storage for market traders, extending low and zero emission delivery services, improving recycling from the market and shops,
  - 'Zero Coomer Place' – Providing a new purpose-built space at Coomer Road Car Park. this will be a dedicated space for community projects and ethical start-ups and will support the market with local storage and recycling facilities and a roof top community garden and greenhouse.

This report seeks approval to establish a budget for the project and sets out how the council intends to provide match funding.

Prior to implementation of the projects there will be further comprehensive engagement with stakeholders to review existing and consider emerging priorities for North End Road. There will also be extensive engagement around all elements of the project throughout delivery.

**Recommendations:**

1. To note that Appendix 2 is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To approve the strategy to provide match funding equivalent to £1,350,000, required to draw down the Good Growth Fund from the GLA as set out in the detailed analysis section of the report.
3. To approve a new capital budget of £2,220,000 which is funded by the GLA’s grant and capital receipts if available or borrowing, with final confirmation of funding delegated to the Director of Finance in consultation with the Cabinet Member of Finance and Commercial Services.
4. To approve a new, one-off, revenue budget of £30,000 for North End Road seasonal markets and training and development for new and existing market traders, funded by Neighbourhood CIL.

**Wards Affected:** Fulham Broadway, North End.

<b>Council Priorities</b>	<b>Summary of how this report aligns to the H&amp;F Priorities</b>
Building shared prosperity	The project supports the creation of a thriving, sustainable and welcoming high street on North End Road and the council’s commitment to “invest in a community-led redesign of the North End Road providing a long-term enhancement of the market and supporting the growth of existing and new businesses”.
Doing things with residents, not to them	The project responds to issues raised during extensive engagement carried out for the Area Assessment to deliver the “community-led redesign of North End Road”.
Being ruthlessly financially efficient	Council investment of £1,350,000 of cash and in-kind resources attracts a

	further £1,000,000 of external funding.
Taking pride in H&F	The project will fund further improvements to the public realm and create new civic infrastructure around North End Road.

## Financial Impact

The GLA grant agreement for the Good Growth Fund requires that the Council delivers projects with an overall value of £2,350,000 and it is planned to be funded by:

- £100,000 of existing revenue budgets that qualify as match funding.
- £30,000 of Neighbourhood CIL<sup>1</sup> funding for seasonal markets, training and development for new and existing market traders.
- £1,000,000 of capital grant to be secured from the GLA
- £1,220,000 of capital receipts with any shortfall met by borrowing.

The make-up of the projects is set out in the detailed analysis section. A summary of the budget breakdown is set out below:

		Budget and Funding £					
Project Aim		Total Project Budgets £	New capital budget funded by H&F capital (existing staff)	New Capital Budget funded by H&F capital	New Capital Budget funded by GLA grant	New Revenue Budget funded from Community Infrastructure Levy	Existing revenue budgets (budgeted staffing spend 2020/21)
1.	Improving the Public Realm	<b>570,000</b>	-	470,000	100,000	-	-
2.	Supporting and Promoting the Market and High Street	<b>130,000</b>	-	-	-	30,000	100,000
3.	Improving air quality and targeting net zero	<b>300,000</b>	-	20,000	280,000	-	-
4.	Creating Civic Infrastructure - Coomer Place	<b>1,150,000</b>	-	530,000	620,000	-	-
	Project management for projects aims 1, 3 & 4	<b>200,000</b>	200,000	-	-	-	-
	<b>Project Total</b>	<b>2,350,000</b>	<b>200,000</b>	<b>1,020,000</b>	<b>1,000,000</b>	<b>30,000</b>	<b>100,000</b>

The £2,220,000 capital expenditure element of the project and its funding will be an addition to the general fund capital programme. This includes £200,000 capitalised salaries dependent on the delivery of the capital works. Where these costs cannot be capitalised, for example due to delays in the progress of works, the salary costs will need to be met from revenue budgets which increases the risk of overspend if unbudgeted for. The GLA grant can only be applied towards capital expenditure with operating costs ineligible for this funding.

<sup>1</sup> Community Infrastructure Levy

The proposed council capital funding of £1,220,000 from capital receipts are dependent on upcoming council disposals returning sufficient receipts which is not guaranteed given other existing commitments also dependent on these receipts. Any shortfall will need to be met by borrowing which will result in the council incurring additional revenue financing costs. This could result in tens of thousands of pounds per annum of financing costs to the general fund, for example 5% on £1,220,000 would be £61,000. However, the cost of this borrowing should be considered in the context of the council benefiting from £1,000,000 of capital funding that otherwise would not have been available.

The £130,000 revenue match funding will require £30,000 of Neighbourhood CIL allocated to the project budget as a one-off budget. The project team have agreed with the GLA that the remaining £100,000 can come from the Council's current 2020/21 and prior year spend on operating extended street markets on North End Road.

The GLA's grant funding terms and conditions require that project spend is kept on record as evidence through measures such as retaining supplier invoices and project staff maintaining a record of the time they spend on the project. Furthermore, milestones will need to be met in order to claim funding tranches. It is intended that such evidence is used to support the Council's funding drawdowns from the GLA. The GLA's full requirements are set out in the funding agreement document.

The appointment of suppliers and contractors to deliver the project will be subject to the council's contract standing order requirements and will be subject to a decision report in which the finance impact will be considered and documented.

### **Legal Implications (Part 1)**

The Council has contracted previously with the GLA on the GLA's standard grant conditions, which impose certain requirements in relation to monitoring expenditure, state aid, and return of funding in the event that the grant conditions are not complied with. The Director of Finance has already approved the Council entering into the required grant agreement, pursuant to paragraph 3.8.1 of Financial Regulations, and the agreement has been sealed by the Council. However as the first milestone in the grant agreement is the approval of a match funding strategy by the Cabinet, this effectively operates as a condition precedent before the agreement can be implemented and the GLA funding applied for.

The financial breakdown at Appendix 1 of this report was included in the grant agreement. Given the requirement for match funding, the delegation to the Director of Finance is appropriate in order to finalise the details around the source of the match funding beyond the approvals recommended in this report.

It should be noted that once the milestone of Cabinet approval for the match funding is achieved, the Council will be able to start drawing down the GLA grant, however the funds held by the Council in the budget for the project still need to be expended in accordance with Council internal procedures and external legislation. This includes complying with Contract Standing Orders in relation to competition requirements and award procedures for contracts, and state aid rules (or identifying exemptions to the state aid rules) for other forms of financial assistance.

## Legal Implications (Part 2)

It is proposed to use CIL funding for North End Road seasonal markets and training and development for new and existing market traders. The Council's regulation 123 list permits the Council to use funds received via the Community Infrastructure Levy for environmental improvements to enhance the appearance of the public realm and for learning and training facilities.

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### Legal implications (Part 1)

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## DETAILED ANALYSIS

### Proposals and Analysis of Options

#### 1. North End Road

Hammersmith & Fulham Council is working to create a thriving, sustainable and welcoming high street on North End Road. The vision is to realise the high street and street market's potential to drive economic revival and bring the community together.

North End Road is at the heart of a neighbourhood where there is a high degree of socio-economic polarisation, with affluent areas next to some of England's most deprived estates. The council's ambition is to improve North End Road and re-establish it as a new focus of community cohesion, bringing its eclectic mix of residents together around a 21st Century high street and market.

The street has three key strengths:

- A popular street market selling affordable fruit and vegetables,
- A diverse range of international food shops and restaurants,
- An emerging hub of ethical businesses offering environmentally aware, vegan or plastic-free products

In 2018, the council commissioned an **Area Assessment and Catalogue of Interventions**, alongside a Transport Study, to support the process of redesigning North End Road.

The Area Assessment, published in June 2019, includes existing data and previous studies, new research, and results of engagement with the local community to understand what they like about North End Road, and what they think could be made better.

The Catalogue of Interventions sets out a range of future improvements, based on learning from the shoppers, traders, and residents of North End Road through the Area Assessment. The ideas are intended to harness the existing strengths of North End Road to deal with the challenges that it faces.

The Area Assessment and Catalogue of Interventions can be seen here: <https://www.lbhf.gov.uk/articles/news/2019/07/give-us-your-views-future-improvements-north-end-road>

## Implementation

A cross-directorate project group has been set up to deliver the programme. This group includes Planning, Finance, Area Regeneration, Business Engagement team, Market Management, Waste Management, Highways, Transport, Asset Strategy & Portfolio Management and Communications.

Since Spring 2019, the Council has progressed the regeneration of North End Road by developing a series of pilot projects. These have included:

- **Colourful crossings** - Royal College of Art students came up with designs for colourful crossings. The winning designs were selected by a panel which included a community representative, ward councillor, Fulham Broadway BID and the RCA.
- **Traffic-free markets** - North End Road is closed to traffic during seasonal markets.
- **Vegan & Ethical food market** - The autumn seasonal market featured a section of ethical market traders selected to complement the existing vegan hub and street market.
- **Dwell space** - Negotiated with the NHS, the building's occupiers, to create a peaceful dwell space in the Crowther Market forecourt.
- **Seating area** - A temporary seating area has been created by the Crepe Factory as part of the Northern Gateway.
- **Phasing out single-use plastics** - working with all food traders on North End Road to cease the use of disposable plastic items.

- **Cardboard recycling** - A pilot project to collect cardboard packaging separately from other waste, demonstrating the viability and benefits of this approach.

Feedback from the pilot projects as well as further engagement on design and implementation will inform the projects before they are delivered.

Drawing in external investment is critical to realising the Council's vision for North End Road. Funding applications have been made to:

- Business Low Emissions Neighbourhood (GLA)
- Good Growth Fund (GLA)
- Liveable Neighbourhoods (TfL)

Earlier this year the application to establish a Business Low Emissions Neighbourhood (BLEN) secured £500,000 of funding for North End Road. This has been followed by a successful application to the Good Growth Fund.

## **2. Traffic Reduction**

As part of the overall vision for North End Road, the Council is consulting on a range of traffic reduction measures as a pilot for a Low Traffic Neighbourhood. A critical part of delivering this in a way that supports the long-term regeneration of the High Street are the improvements that will be delivered by BLEN and GGF funded public realm works. The Good Growth funded proposals fully align with the aim to make the High Street more pedestrian-friendly by reducing road traffic.

## **3. Good Growth Fund**

The Mayor of London's Good Growth Fund (GGF) is a £70 million regeneration programme to support growth and community development in London. The fund, which supports innovative, best practice regeneration activities, has so far awarded more than £75 million to help realise 138 innovative regeneration projects.

Funded projects are required to demonstrate that they will give power to local people, make better places and grow prosperity across London. Round 3 of the GGF was launched in September 2019 and allocated £23.7 million to support 42 regeneration projects across Greater London.

In March 2020 the Council was advised it was successful with its application to the GGF for up to £1m to implement projects which will improve North End Road. This must be complemented by £1.35m of match funding from the council. This report seeks approval for the allocation of match funding described below.

### **Engagement on future projects and initiatives**

Implementation of these projects will not commence without comprehensive stakeholder engagement. This will also include the proposals to introduce the Low Traffic Neighbourhood interventions on North End Road and will be delivered as a package of improvements to support the viability of the high street and market.

## **The GGF funding can be used to deliver the following projects:**

All projects will be subject to further stakeholder engagement prior to and during delivery.

### **3.1. Improving the Public Realm**

- **Gateways** - focussed interventions at either end of the market section of North End Road to form gateways. These include seating areas, colourful crossings, murals, and lighting upgrades. Gateways are important in placemaking and promoting North End Road as a destination.
- **Three dwell spaces** - the Area Assessment identified a need to provide spaces for seating and planting in contrast to the busy pavements and roads of the High Street. These offer safe 'dwell' and seating areas as well as upgrades to the urban realm.
- **Tree planting**- mature trees in large planters will be installed to improve the public realm and reduce exposure to pollution. Trees could be planted into the ground at a later date and the planters used as modal filters to support traffic reduction measures in adjacent streets.
- **Improved market pitch areas** – this would see building out of pavements, which is popular with traders as it would allow them to work from the side of the stalls, improving safety. This will also free up pavement space for planting, seating, recycling facilities. improved pitches could also include power supplies for traders and Electric Vehicle charging.
- **Improved pavements in non-market areas** –improvements to the pavements, to coordinate with and extend the Gateway projects.

### **3.2. Zero Coomer Place - Creating civic infrastructure, improving air quality and targeting net zero**

GGF funding provides a capital budget to design and construct a building at Coomer Place car park. The new building will bring together a range of facilities and uses to address priorities set out in the Area Assessment. Following approval, officers will procure a design team and undertake comprehensive stakeholder consultation on the proposal and emerging designs.

This site will include:

- Localised storage for Market Traders. Storage that is close to pitches and will reduce vehicle journeys
- A site for comprehensive recycling facilities for market waste
- Charging points for an electric trailer to make small, frequent collections of waste materials from the market
- A base for a 'Last Mile Delivery' cargo cycle delivery service removing the need for customers to drive to purchase bulky items
- A localised base for the borough Zero Emissions Freight Service
- Charging infrastructure for Electric Vehicles and E-bikes
- A Rooftop greenhouse, community growing facility, and beehive
- Toilet facilities for market traders
- Facilities to serve the seasonal markets

- Meeting and office space for local community organisations, something which currently doesn't exist in the area

Feasibility designs for the building show that plans will preserve the majority of car parking for shoppers on the site, while providing a covered space that could be used for specialist markets and community events.

### 3.3. Supporting and promoting the market and high street

The market is key to the historical, social and economic significance of North End Road. The aim is to secure the future of the street market by continuing to serve those in the greatest need while attracting more shoppers, increasing choice and improving the market's environmental performance. Good Growth Funding will enable the following:

- Retail market research, baseline and evaluation
- A specialist contractor to provide training and development programme for existing and new traders
- Regular seasonal markets
- Initiatives to reduce single use plastic, putting surplus food to good use and increasing recycling of packaging
- Support for Vegan / ethical businesses by establishing and expanding the emerging hub

## 4. Match funding

As part of the Good Growth Fund grant conditions, the council must identify and commit £1,350,000 of match funding to access the grant of £1,000,000. Match funding must be approved by 30<sup>th</sup> November 2020 to enable the council to access the grant.

Match funding can be provided in different ways, through cash from other funds (e.g. S106, capital receipts, the council's general fund), or through in-kind match funding (e.g. staffing time, office costs, overheads etc).

The proposed strategy to match fund is described below and summarised in the table. Cabinet should note that elements of the proposed match funding strategy are subject to future confirmation and are therefore considered 'at risk'. Should these items fail to materialise the council would need to secure other funding to meet the grant conditions.

### Match-Funding table:

		2020-2021	2021-2022	Total
<b>A</b>	<b>See confidential appendix.</b>	£510,000	£510,000	£1,020,000
<b>B</b>	<b>Project Staffing &amp; Operational Costs</b>	£100,000	£100,000	£200,000
<b>C</b>	<b>Extended Markets</b>	£50,000	£50,000	£100,000

<b>D</b>	<b>CIL funding for operational costs</b>	£15,000	£15,000	£30,000
	<b>Total</b>	<b>£675,000</b>	<b>£675,000</b>	<b>£1,350,000</b>

**A Capital Receipt**

Please see confidential appendix

**B In-Kind**

Councils in kind match funding which is made up of staff time, resources and on-going projects identified as match funding. This is therefore not an additional cost to the council.

**5. Impact of the Coronavirus pandemic**

The Good Growth Fund application was submitted before the Coronavirus pandemic and the resulting Government recommendations to reduce transmission. We are reviewing the proposals in the light of this.

- **Delivery timetable** – we have already had discussions with the GLA about extending the programme and they have indicated that they would be open to extending the delivery timetable.
- **Engagement & consultation** – Face-to-face engagement will be difficult under the current social distancing guidelines. Engagement around the GGF funded projects will be part of a NER Commonplace website offering a comprehensive overview of all the improvements and projects. For meetings with stakeholders we will use on-line meeting platforms e.g. Teams. Once the guidelines are relaxed, we will supplement on-line engagement with traditional methods such as exhibitions and meetings.
- **Social distancing** – Public realm and civic infrastructure proposals will be reviewed to see how they can support social distancing.
- **Traffic reduction measures** – To create space for social distancing in the market section of North End Road a traffic reduction scheme has been developed to remove traffic from the high street during the day and to halt rat-running through surrounding residential roads. Reducing the traffic will immediately improve the look and feel of North End Road and help to encourage customers back to the shops and street market after the Coronavirus closure. In the longer-term these measures will support the regeneration of the high street by attracting more shoppers.

**6. Options**

The council has two options set out below. Option two is the recommended approach:

- **Option 1 Do not approve the match funding strategy.** This option is not recommended as it will mean the council will not be able to access the grant

funding or deliver the projects set out above. the council would also be exposed to risk of reputational damage with the GLA and limit the opportunity to deliver on its business plan commitment to “invest in a community-led regeneration of North End Road”.

- **Option 2 Approve the match funding strategy and the other recommendations set out in this report.**

## **7. Reasons for Decision**

The Council’s application to the Mayor of London’s Good Growth Fund to make improvements to North End Road was successful.

To draw down the £1,000,000 of funding the council is required to;

- enter into a funding agreement with the GLA
- commit to £1,350,000 worth of resources as match funding.

This will enable the council to fund a range of initiatives to address the issues raised during the Area Assessment to meet the council’s commitment to “invest in a community-led redesign of the North End Road providing a long-term enhancement of the market and supporting the growth of existing and new businesses.”

## **8 Risk Management Implications**

The report seeks to maximise the community and environmental benefits which could be derived from funding secured from the Mayor of London’s Good Growth Fund. The projects set out in this report would support the Council’s Business Plan priorities and the aim to create a thriving sustainable and welcoming high street on North End Road.

To support the objective of being Ruthlessly Financially Efficient, officers should ensure that the report clearly sets out the amount of secured funding in total and either prioritise the projects to be delivered if further funding streams are not secured or specify which projects would be reduced and by how much to ensure that an additional budget pressure is not created. Officers should ensure there are appropriate arrangements in place to account for the grant funding expended and that expenditure is consistent with the grant conditions as set out in the grant agreement.

In the event that further match funding is not secured, consideration should be given to ranking the proposed projects in terms of the benefits they would derive to meet the Council’s objectives to maximise the impact of this investment.

**Implications completed by: David Hughes, Director of Audit, Risk, Fraud and Insurance on 07817 50769**

## **9. Other implications**

### **Environment implications**

A range of traffic-management measures to support social-distancing as a result of the Coronavirus pandemic are being proposed for North End Road. The measures are intended to reduce road traffic and free up space for pedestrians and market stalls. Funding is being sought from TfL to implement these measures.

There is a strong alignment between the traffic-management measures being proposed and the public realm improvements that have already secured funding for from the Good Growth Fund. We are working closely with our colleagues in The Economy to ensure the works meet the immediate need to create space while delivering a high-quality public realm that supports the long-term regeneration of North End Road.

**Implications completed by: Masum Choudhury, Head of Transport**

## **10. Consultation**

The Area Assessment & Catalogue of Interventions have been communicated to the key stakeholder groups, and the document is available online for comment. Key briefings have included:

- Ward Councillors,
- Cabinet Members for the Economy and the Environment,
- Market traders,
- North End Road Action Group,
- Fulham Broadway BID,
- North End Road working group.

The next step for the projects funded by the good growth grant funding and the wider proposals for North End Road is to engage with stakeholders on the vision and key projects for North End Road.

### **Next steps**

The first phase of stakeholder engagement will review the existing vision for North End Road as described by the Area Assessment and it will also gauge emerging stakeholder priorities for the area (especially those arising from the Coronavirus pandemic). The council will then engage and consult on the range of Good Growth-funded projects and proposed interventions, including traffic reduction measures, before implementation.

To support this, a Commonplace website has been established for North End Road which will facilitate an ongoing engagement with stakeholders about the whole neighbourhood as well as offering detailed information about all the individual initiatives and an opportunity to input on their design and implementation.

**List of Appendices:**

**Appendix 1 – GGF Financial breakdown**

**Exempt Appendix 2 – Finance Impact (attached separately)**

# Appendix 1 – GGF Financial breakdown

## GGF - Schedule 2 - Milestones and funding

Project ID: 15942  
 Project Name: North End Road - A Community Led Re-Design  
 Organisation: London Borough of Hammersmith & Fulham

Milestones	Milestone Date	Description of activities	Evidence	Total Project Value (£)	Total GLA + Applicant Capital Contributions (£)	GLA Capital Contribution (£)	Applicant Capital Contribution (£)	Applicant Revenue Contributions (£)	2020/2021	2021/2022							
<b>00_ Preliminary milestones</b>																	
00_Match Funding Strategy	30/11/2020	H&F Cabine approve match funding															
<b>01_Public realm works</b>																	
Public Realm Works- Milestone 1	31/01/2021	Technical design work complete															
Public Realm Works- Milestone 2	31/03/2021	Planning achieved Project approval given															
Public Realm Works- Milestone 3	30/06/2021	Technical design work complete		200,000.00	200,000.00	50,000.00	150,000.00										
Public Realm Works- Stage 4	31/03/2022	Public realm works completed		370,000.00	370,000.00	50,000.00	320,000.00		200,000.00	370,000.00							
<b>02_Supporting the market</b>																	
Supporting the Market- Milestone 1	31/01/2021	Procurement of delivery partner complete		10,000.00				10,000.00									
Supporting the Market- Milestone 2	31/05/2021	Business engagement complete															
Supporting the Market- Milestone 3	28/02/2022	Implementation of capacity building program complete.		20,000.00				20,000.00		20,000.00							
Supporting the Market- Delivery of extended markets	31/03/2022	Extended Markets Delivered		100,000.00				100,000.00		100,000.00							
<b>03_Improving Air Quality</b>																	
Improving Air Quality - Milestone 1	28/02/2021	Technical Design Work Complete		30,000.00	30,000.00	10,000.00	20,000.00		30,000.00								
Improving Air Quality - Milestone 2	30/09/2021	Planning approved															
Improving Air Quality - Milestone 3	31/10/2021	Construction works begin		70,000.00	70,000.00	70,000.00				70,000.00							
Improving Air Quality - Milestone 4	31/03/2022	Construction work completed		200,000.00	200,000.00	200,000.00				200,000.00							
<b>04_Zero Coomer Place</b>																	
ZCP - Milestone 1	30/11/2020	Match Funding Secured															
ZCP - Milestone 2	28/02/2021	Technical design work complete		100,000.00	100,000.00	55,000.00	45,000.00		100,000.00								
ZCP - Milestone 2A	28/02/2021	London design panel review complete															
ZCP - Operator	31/05/2021	Operator for ZCP appointed		100,000.00	100,000.00		100,000.00		100,000.00								
ZCP - Milestone 3	30/09/2021	ZCP planning approved															
ZCP - Milestone 4	31/10/2021	ZCP construction works begin		800,000.00	800,000.00	415,000.00	385,000.00			800,000.00							
ZCP - Milestone 5	31/03/2022	ZCP construction complete		150,000.00	150,000.00	150,000.00				150,000.00							
<b>05_Project management</b>																	
Project Management 1	30/06/2020	Staff Time and on costs		25,000.00				25,000.00	25,000.00								
Project Management 1 (2021/22)	30/06/2021	Staff Time and on costs		25,000.00				25,000.00									
Project Management 2	30/09/2020	Staff Time and on costs		25,000.00				25,000.00	25,000.00								
Project Management 2 (2021/22)	30/09/2021	Staff Time and on costs		25,000.00				25,000.00		25,000.00							
Project Management 3	31/12/2020	Staff Time and on costs		25,000.00				25,000.00									
Project Management 3 (2021/22)	31/12/2021	Staff Time and on costs		25,000.00				25,000.00		25,000.00							
Project Management 4	31/03/2021	Staff Time and on costs		25,000.00				25,000.00									
Project Management 4 (2021/22)	31/03/2022	Staff Time and on costs		25,000.00				25,000.00		25,000.00							
Evaluation	31/03/2022																
<b>Funding Summary</b>				<b>Totals (£)</b>	<b>2,350,000.00</b>	<b>2,020,000.00</b>	<b>1,000,000.00</b>	<b>1,020,000.00</b>	<b>330,000.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>105,000.00</b>	<b>325,000.00</b>	<b>25,000.00</b>	<b>805,000.00</b>	<b>965,000.00</b>
						<b>1,000,000.00</b>						<b>65,000.00</b>	<b>50,000.00</b>		<b>405,000.00</b>	<b>400,000.00</b>	
							<b>1,020,000.00</b>					<b>65,000.00</b>	<b>250,000.00</b>		<b>305,000.00</b>	<b>320,000.00</b>	
											<b>65,000.00</b>				<b>955,000.00</b>		
						<b>2,020,000.00</b>					<b>130,000.00</b>				<b>1,890,000.00</b>		
							<b>330,000.00</b>				<b>110,000.00</b>				<b>220,000.00</b>		
						<b>2,350,000.00</b>					<b>240,000.00</b>				<b>2,110,000.00</b>		
							<b>42.55%</b>			<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>39.39%</b>	<b>15.38%</b>	<b>0%</b>	<b>54.19%</b>	<b>46.24%</b>