

**Officer Delegated Decision Report**

**Visioning West Norwood and Tulse Hill**

**Decision Date: 05 January 2016**

**Wards:** Thurlow Park, Knight's Hill and Gipsy Hill wards

**Report Authorised by:** Sue Foster Strategic Director for Neighbourhoods and Growth:

**Portfolio:** Cabinet Member for Jobs and Growth: Councillor Jack Hopkins

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**1. Executive summary**

- 1.1 The Regeneration Directorate has commissioned a new piece of work within West Norwood and Tulse Hill aimed to create a platform for growth, promote inward investment and maintain the momentum from recent investment that has been received over the last two years.
- 1.2 The contract start date is 06 January 2016 to 01 September 2016, with a provision to extend for a 3 month terms due to extenuating circumstances.
- 1.3 The four overarching projects within the programme include:
  - Economic Vision of West Norwood and Tulse Hill
  - Masterplan Refresh
  - Key Industrial Business Area (KIBA) health check and recommendations
  - Production of a Norwood Cooperative Local Investment Plan (CLIP)
- 1.4 Following an invitation to tender submissions were received from five consultants. Many prominent firms decided to collaborate resulting in multi-partnership proposals. It is recommended that Regeneris is selected to deliver the programme due to its high quality submission, relevant experience, robust interview and better understanding of the services that are required. If appointed, Regeneris will be the lead consultants on the commission, working with BDP and Aspinall Verdi who encompass a wide range of examples working on similar projects.
- 1.5 Visioning West Norwood and Tulse Hill regeneration programme will be delivered within 9 months. The programme is focused on Lambeth's outcomes and will contribute to

economic growth, inward investment and positive opportunities for local residents and businesses within the area. The programme will feed into Lambeth's Local Plan in 2016, and a co-productive approach will be undertaken throughout the large scale engagement strategy in tandem with other ongoing projects such as Streetworks and the West Norwood and Tulse Hill Business Improvement (BID) development.

## **2. Finance summary**

- 2.1 The contract is worth £140k and includes Planning Policy budget, Strategic Neighbourhood & Investment's General budget and recently secured New Homes Bonus (NHB) funding (detailed in section 2).

## **3. Recommendations**

- 3.1 To approve the award of a contract for £140,000 to Regeneris Consulting Limited as lead consultant to deliver the Visioning Norwood programme.

### Reason for Exemption from Disclosure

The accompanying part II report is exempt from disclosure by virtue of the following paragraphs of Schedule 12A to the Local Government Act 1972:

*Information relating to the financial or business affairs of a particular person (Including the authority holding that information)*

## **4. Context**

- 4.1 Lambeth Council is embarking on ambitious plans for the high street and town centres of Tulse Hill and West Norwood, building on the successes of recent programmes in the area. Over the past years, this stretch of high street has benefited from a range of investments and programmes to improve the public realm, the sense of place, and economic uplift within the area – including the Mayor's Outer London Fund rounds 1 & 2, Norwood Health and Leisure Centre and Heritage Lottery Funding for South London Theatre.
- 4.2 This project requires a multidisciplinary team with excellent skills ranging from economic assessment and town centre knowledge, to architectural, public realm and urban planning, and community engagement. Together with Lambeth Council, Regeneris will help deliver the next phase of improvements to this unique and characterful area within South London.

## 5. Proposal and Reasons

5.1 It is recommended that Regeneris with BDP and Aspinall Verdi are appointed to deliver the Visioning Norwood regeneration programme.

5.2 The duration of the contract will be between 6 – 9 months, most likely finishing in summer 2016.

5.3 The contract value is £140,000 and will be managed and monitored by the Delivery Coordinator for Norwood within the regeneration team.

5.4 The aim of the contract is to:

- Produce a comprehensive and thorough Economic Vision report for West Norwood and Tulse Hill, meeting objectives within sections 3.2 - 3.5 (Invitation to Tender) with a emphasis on improving business support and inward investment;
- Provide a snapshot (within the Economic Vision) of economic health and viability encompassing the past, present and future within West Norwood and Tulse Hill;
- Create a robust KIBA health check report fulfilling key objectives;
- Produce an initial and final design, capacity and viability assessment of agreed opportunity development sites for the masterplan;
- Produce a delivery and action plan within the masterplan refresh;
- Produce an innovative and inclusive engagement strategy encompassing consultation for all four projects;
- Produce a consultation report as an evidence base; highlighting consultation undertaken, results, methodology, lessons learnt and best practice.
- List the projection of costs for public realm, infrastructure recommendations and interventions (outlined in the masterplan refresh, KIBA health check and CLIP production);
- Include a robust assessment with recommendations on how West Norwood train station should be improved; measured against funding and investment will be required.
- Produce a West Norwood CLIP document from first draft to final version;

- Deliver a presentation to ward councillors explaining the process and findings Stockwell CLIP methodology / framework as best practice to develop a CLIP in West Norwood.
- Attend monthly Steering Group meetings, with monthly project updates.

## 6. Finance

6.1 The revenue value for the tender is £140,000 and will be funded as shown in Table 1 below:

**Table 1 – Timescales and Funding Sources**

<b>Proposed payment date</b>	<b>Payment</b>	<b>Type of fund</b>	<b>NHB Funding Streams</b>
<b>December 2015</b>	£24,000	Planning Policy & Strategic Neighbourhood & Investment's general fund apportionment	General Fund D14513 (SPP - £12k) General Fund D14561 (Regen HQ £12k)
<b>February / March 2016</b>	£24,000	Planning Policy & Strategic Neighbourhood & Investment's general fund apportionment	General Fund D14513 (SPP - £8k) General Fund D14561 (Regen HQ £16k)
<b>Q1 2016/17</b>	£60,000	New Homes Bonus	NHB Grant D14571 High Streets
<b>Q2 2016/17 (On completion)</b>	£32,000	New Homes Bonus	NHB Grant D14571 High Streets
	<b>£140,000</b>		

6.2 The general fund is required to be spent no later than March 2016.

## 7. Legal and Democracy

7.1 The authority to award this contract is delegated to the responsible Director or Strategic Director.

- 7.2 The Council's Contract Standing Orders require that contracts valued at more than £100,000 are competitively tendered.
- 7.3 The contract value is below the threshold of £172,514 above which the Council must publish a contract notice in the Official Journal of the European Union. Contracts for services with a lower value must, however, be procured in compliance with the European Directive principles of fairness, transparency, and non discrimination. This report details the ways in which the Council has sought to comply.
- 7.4 Under the Public Services (Social Value) Act 2012 Lambeth have a responsibility to consider how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and how, in conducting the process of procurement, it might act with a view to securing that improvement.
- 7.5 The Council's Constitution requires that all key decisions, decisions which involve resources between the sums of £100,000 and £500,000, and important or sensitive issues, must be published on the website for five clear days before the decision is approved by the Director or Cabinet Member concerned. Any representations received during this period must be considered by the decision-maker before the decision is taken.

## **8. Consultation and co-production**

- 8.1 This report has been prepared by the Regeneration team, working closely with colleagues from Planning, Employment & Enterprise, Commissioning and Procurement.
- 8.2 Communications and co-production with ward councillors has been a key aspect within the planning of the programme thus far and included:
- The original invitation to tender sent to ward councillors for comments and feedback prior to the tender going public
  - Ward councillors representing each ward attended a walkabout and presentation aimed at potential tenderers prior to the submission deadline. This was to increase interest in the tender and enable more robust submissions for the programme. Cllr Jackie Meldrum also participated in the presentation providing the background and context for West Norwood and Tulse Hill.
  - The Cabinet Member for Jobs & Growth and the Norwood Area Lead Councillor helped read each submission and participated on the interview panel – asking questions and supporting the selection of Regeneris.
  - Ward councillors participated in an 'engagement strategy workshop / brainstorm' on Monday 26<sup>th</sup> October highlighting key co-production opportunities and outlining potential risks prior to the inception meeting.
  - Email updates and liaison with ward councillors throughout the process.

- The Cabinet Member for Jobs & Growth and the Norwood Area Lead Councillor intend to attend the inception meeting with Regeneris to ensure high quality programme planning and delivery in a consistent approach.
- 8.3 Visioning West Norwood and Tulse Hill was designed to encompass these four projects (outlined in section 1.1) to create an innovative engagement strategy for local stakeholders as each project requires consultation. Regeneris will be expected to provide a holistic strategy for engagement and consultation; ensuring all groups (specifically hard to reach citizens) are involved to maximise local views, opinions and interests.
- 8.4 Evaluation criteria set within the scoring for the tender requires a key approach to local co-production. This has been highlighted in section 14.6 and 14.7 of the Invitation to Tender as below:
- (14.6) Under the Public Services (Social Value) Act 2012 Lambeth has a responsibility to consider Social Value in commissioning goods and services. Lambeth are using the definition of social value as created by The Sustainable Procurement Task Force and widely used in Scotland, Wales and England. They define it as, ‘a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment’.
  - (14.7) The Contractor will be required to ensure that their activities in delivering the Term Programme comply with the Public Service (Social Value) Act 2012. Lambeth’s community outcomes can be found within the Community Plan link in section 11.35. Tenderers will be asked how they intend to deliver social value over the contract period, please refer to Lambeth’s Social Value Guidance for more information.
- 8.5 The tender also sets a specific 10% weighting for achieving social value, in which submissions must meet the following criteria:
- Demonstrates the Authority's social value priorities within social, economical and environmental capacities (including but not limited to reducing worklessness, and establishing apprenticeship schemes, internships, engagement with schools, and always applying the London living wage).
  - Provide solutions to help deliver and provide the opportunity for training and skills to the local community, particularly but not exclusively to young residents.
- 8.6 Regeneris has proposed the following social value within their submission:

- Regeneris / BDP would recruit and train community researchers at an early stage within the project and then deploy them at various junctures within the project. To do this we will provide:
  - Training in research methods and facilitation
  - Payment at London Living wage for all time on the project
  - Ongoing engagement with Regeneris and BDP (i.e. the opportunity to take work experience, visit our offices, attend project meetings etc.) during the project
  - References

## **9. Risk management**

9.1 The following identified risks comprise of:

1. Failing to properly engage with 'hard-to-reach' groups within the local community leading to poorly represented views as a focus for the commission.
2. Local citizens left feeling with no connection to the programme as a result of lack of co-production.
3. Lack of inward investment and growth within West Norwood and Tulse Hill if the tender is not commissioned. Therefore not meeting the Community Plan outcomes.
4. The Norwood Cooperative Local Investment Plan (CLIP) is not reconciled with Neighbourhood Planning in the area.
5. Building positive and collaborative relationships between local communities, stakeholders, councillors and officers.

## **10. Equalities Impact Assessment (EIA)**

10.1 It is the conclusion of this EIA that the Visioning West Norwood and Tulse Hill commission will enable the Council to ensure that changes occurring within the study area will be shaped to meet as best as possible Lambeth's three Community Plan outcomes. It is anticipated that this project will result in generally positive impacts across all of our outcomes, the local area and communities; although without yet knowing the recommendations of the commission the extent of any positive impacts cannot yet be judged.

10.2 It is also possible that there may be some negative impacts as a result of future funding to deliver the commission's recommendations; although these also cannot yet be judged as they will be an output from the programme. Every effort will be taken to prevent and mitigate these negative impacts if and when they arise by conducting a risk assessment before the programme end. This will provide a greater sense of potential impact and the mitigations that may be taken. Also, where there are future local projects, delivery of the CLIP, adoption of the masterplan, procurement decisions, etc. these will in some

instances be subject to separate EIA's so that any impacts / mitigations can be better determined at that time.

## **11. Community safety**

- 11.1 Visioning West Norwood and Tulse Hill regeneration programme will strive to support and encourage positive community safety within the town centres. A wish list for local stakeholders will be produced as part of the CLIP whereby citizens can choose to prioritise community safety preventions so that when funding (CIL / S106) is available, particular projects can be funded to create a safer environment.

## **12. Organisational implications**

### Environmental Implications:

- 12.1 West Norwood and Tulse Hill will benefit from proposed public realm improvements, greening, additional infrastructure and new projects / schemes adding value to the high streets and surrounding areas.

### Staffing and accommodation:

- 12.2 It is anticipated that the amount of housing stock within West Norwood and Tulse Hill may increase due to inward investment, a robust masterplan in place and clearer objectives for the area within the Local Plan.

### Procurement:

- 12.3 Throughout the project, the appointed consultants will be expected to use local venues and catering for any events / room bookings to support local supply chains.

### Health:

- 12.4 Wellbeing is a large part of creating a successful town centre, and it is hoped that wellbeing will be nurtured with proposals within the masterplan, KIBA health check and CLIP e.g. forming new green spaces, public realm enhancements etc.



### 13. Timetable for implementation

Action	Date
Report published on decisions on line	23 December 2015
Decision taken	5 January 2015
Contract award	5 January 2016
Contract start date	5 January 2015

### 14. Audit Trail

Audit trail				
Consultation				
Name/Position	Lambeth cluster/division or partner	Date Sent	Date Received	Comments in para:
Strategic Director – Sue Foster	Neighbourhoods & Growth		23.12.15	
Sandra Roebuck	Neighbourhoods & Growth	02.11.15	14.12.15	
Legal Services – David Thomas	Corporate Resources	25.09.15	30.10.15	7
Procurement – Sheniz Wallace	Corporate Resources	25.09.15	30.09.15	1, 5
Democratic Services – Henry Langford	Corporate Resources	25.09.15	05.10.15	7
Finance – Paul Badiani	Corporate Resources	25.09.15	28.09.15	6
Councillor Jack Hopkins	Cabinet Member: Jobs & Growth	29.10.15	29.10.15	N/A

Internal Officer Board	Date of meeting			
Procurement Board	05 November 2015			

Report history	
Original discussion with Cabinet Member [previous]	24 July 2015
Discussion with Cabinet Member [current]	Ongoing

<b>Report deadline</b>	N/A
<b>Date final report sent</b>	N/A
<b>Report no.</b>	N/A
<b>Part II Exempt from Disclosure/confidential accompanying report?</b>	No
<b>Key decision report</b>	No
<b>Date first appeared on forward plan</b>	N/A
<b>Key decision reasons</b>	N/A
<b>Background information</b>	<ul style="list-style-type: none"> <li>• Invitation to Tender</li> <li>• Lambeth Social Value Guidance</li> <li>• Equalities Impact Assessment</li> </ul>
<b>Appendices</b>	N/A

**APPROVAL BY OFFICER IN ACCORDANCE WITH SCHEME OF DELEGATION**

I confirm I have consulted Finance, Legal, Democratic Services and the Procurement Board and taken account of their advice and comments in completing the report for approval:

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Post** Rheanne Holm

Delivery Coordinator, Regeneration & Planning, Neighbourhoods & Growth

I confirm I have consulted the relevant Cabinet Members, including the Leader of the Council (if required), and approve the above recommendations:

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Post** Sue Foster

Strategic Director, Neighbourhoods and Growth

**Any declarations of interest (or exemptions granted):**

<b>Issue:</b>	<b>Interest declared:</b>