

CEO DECISION – CD132

Title: Willesden Junction Feasibility Study

Executive Summary:

This CD seeks authority for expenditure of up to £150,000 on consultancy services to deliver a feasibility study, identifying improvements to Willesden Junction station.

In late 2019, OPDC announced that it would pursue a revised approach to achieving early regeneration, directed at the 'Western Lands,' where there are opportunities for collaboration with major public sector landowners. This includes development opportunities close to Willesden Junction station. The revised approach underlines the importance of Willesden Junction station to OPDC's regeneration aspirations and is critical for realising the longer-term objectives for large-scale regeneration in the area. OPDC is seeking further understanding of the feasibility and viability of making much needed improvements to optimise the functionality of Willesden Junction station as a gateway to OPDC's wider, and rapidly changing, area.

The study will investigate:

1. Measures aimed at improving the station, interchanges, as well as enhancing the urban realm
2. A range of options to transform the station as a gateway to the area
3. Safeguarding for infrastructure needed to support the quantum of development around the station
4. The order of costs for the various infrastructure interventions, high level programme and phasing for a shortlisted number of options.

It is proposed to tender competitively for these services under the Transport for London (TfL) Multi-Disciplinary Services framework. The study will be jointly funded by TfL, with engineering and technical input from Network Rail (NR). The study output will inform OPDC's revised approach to focus west and work with major public sector landowners to deliver a significant number of homes and jobs, and capitalise on major investment already made in High Speed 2 (HS2) and the Elizabeth line.

Decision:

That the Chief Executive Officer:

- Approves the expenditure of £30,000 from TfL's revenue grant to OPDC
- Approves the expenditure of £120,000 from OPDC's 2020-21 budget
- Total expenditure of £150,000 to undertake the Willesden Junction Feasibility Study (funded from OPDC and TfL contributions set out above).

CEO AUTHORISATION

I have reviewed the request and am satisfied it is correct and consistent with the OPDC business plan and priorities. It has my approval.

Name: David Lunts

Position: Chief Executive Officer

Date: 18 March 2020

Signature:



PART I - NON-CONFIDENTIAL FACTS AND ADVICE

1. Introduction and background

- 1.1. Willesden Junction station is, and will remain, an important transport hub at the heart of the OPDC area, providing onward regional connections. The station's surroundings and existing access routes are currently in need of improvement. They are inhospitable for pedestrians and suffer from degraded public realm. Passenger wayfinding and interchange within the station, and immediately surrounding, is poor, with some areas of the station experiencing congestion during peak times.
- 1.2. In 2017, TfL, OPDC and the London Borough of Brent commissioned Atkins to investigate the impact of future development on Willesden Junction station and interchange, and to develop proposals to respond to these. A review of the existing station infrastructure identified a number of poorly performing areas, such as passenger experience, complex platform interchange and intermodal interchange. Pedestrian modelling indicated a number of pinch points within the station, which become problematic under future demand.
- 1.3. A development viability study, commissioned by NR Property, was undertaken by Scott Brownrigg in 2019. The development study focussed on understanding the broad viability of development on NR landholdings in the area, in the context of, and to complement, broader development anticipated and expected at Old Oak North (OON). The study included the EMR site within OON, in order to incorporate plans for a pedestrian link from the EMR site, connecting into Willesden Junction station.
- 1.4. In late 2019, OPDC announced that it was not currently financially viable to deliver the early regeneration plans it had developed for OON (which included the EMR site), and that it would instead pursue a revised approach to achieving early regeneration focussed on opportunities for collaboration with major public sector landowners outside of the OON area. These include development opportunities along Scrubs Lane and Harrow Road to the east, Old Oak Lane and Victoria Road to the west, and sites close to Willesden Junction station.
- 1.5. Approval is sought for expenditure of £150,000 on external, professional services to undertake a feasibility study to investigate the viability of improvements to optimise the functionality of the station, and its wider interchange. The study will build upon the output and recommendations from previous studies identified above.
- 1.6. The wider study area consists of four principal study areas (A-B₃), as shown in Appendix A. Study area A is considered integral to the upgrade and reorganisation of Willesden Junction station, its intermodal interchange, as well as western connectivity, while study areas B₁-B₃ are considered important for unlocking improved eastern connectivity to and from the station.
- 1.7. The successful bidder will be required to investigate the feasibility of, and options for, improving the quality and accessibility of Willesden Junction station, in light of OPDC's shift in strategic approach. In addition, the consultant will determine interventions and feasibility for accommodating new, better connections for the surrounding areas to and from Willesden Junction station. This will follow a high-level review and gap analysis, which will identify areas for further investigation and progression as part of the study.
- 1.8. The successful consultant will be asked to develop a set of criteria to assess the pros and cons of each option and their relative performances in meeting the project's objectives, as set out below in section 2. After identifying a longlist of potential solutions, the consultant will agree with the client group a shortlist of options to be costed and assessed further.
- 1.9. OPDC will lead the commission on behalf of the joint client working group, including TfL and NR. The consultant will meet regularly with the client; the client taking responsibility for engagement with stakeholders as proposals are developed.

2. Objectives and expected outcomes

- 2.1. The purpose of the work is to:
 - a) Summarise the current provision, constraints and opportunities provided by the study area, with reference to OPDC's strategic change
 - b) Develop and define how Willesden Junction can be enhanced as the gateway to the area, integrated with the wider opportunity area and local regeneration aspirations

- c) Identify measures to improve/relieve congestion and existing pinch points within the station, considering improvements to capacity, step-free access, as well as customer facilities
 - d) Identify measures to improve and enhance local connectivity through the area to/from the station, including improved interchange with other public transport modes in the immediate vicinity of the station
 - e) Identify measures to overcome the existing level differences and fragmentation of spaces and sites, in order to integrate them into the local area
 - f) Understand the costs, risks, timescales and phasing to best enable the regeneration of the area around the station.
- 2.2. The key output of the commission will be a feasibility report, with an initial draft to be circulated for OPDC/TfL/NR comments.
- 2.3. The structure of the report will respond to the study as it evolves, and the table of contents is to be agreed with the joint client group in advance. However, it is expected to include the following as a minimum:
- a) Study methodology, including documentation of the decision-making process
 - b) Minutes and presentations (with narrative) from all meetings/workshops
 - c) Technical drawings and plans in digital and hard copy
 - d) Options description, appraisal criteria, appraisal matrix and decision tree tracking, and its conclusions
 - e) Options developed to feasibility level – plans/elevations with cost estimates to +/-60%. Any allowances to be clearly stated
 - f) Benefits, risks, construction aspects, maintenance issues, operational requirements, compatibility with oversite development
 - g) High-level programme and phasing plan as appropriate, setting out the short- and long-term solutions.
- 2.4. This work is planned to be completed by July/August 2020.
- 2.5. A study brief has been consulted on with TfL and NR. There is strong support for the study, and both parties have provided input.
- 2.6. NR have committed to providing engineering and technical support throughout the study.

3. Procurement strategy

- 3.1. Given the scope of works as outlined above, the key areas of professional services for which expertise is required (and not available in-house) are:
- a) Station/interchange design
 - b) Civil and railway engineering
 - c) Transport planning
 - d) Cost planning and quantity surveying.
- 3.2. Given the likely value of the study, and to ensure value for money, the work will be procured through a competitive tender via the TfL Multi-Disciplinary Services framework.
- 3.3. A fixed price will be requested from potential bidders for the scope.
- 3.4. The tender will be issued for three weeks to meet the study programme, subject to receipt of a compliant bid which meets the technical and commercial requirements of the brief.

4. Equality comments

- 4.1. Under section 149 of the Equality Act 2010 (the Equality Act), the OPDC must have due regard to the need to eliminate discrimination, harassment and victimisation, and any conduct that is prohibited by or under the

Equality Act; and to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

- 4.2. The officers have given their regard to their duty under the Equality Act as noted above.
- 4.3. The proposed work involves mainly desktop studies at an early feasibility stage. It is therefore considered by officers that there are no equality considerations arising directly from this decision.
- 4.4. Should the study progress to future phases of work, and proposals secure funding to proceed, OPDC will commission a full Equality Impact Assessment to ensure that equality, diversity and inclusion considerations are firmly embedded within the project.

5. Other considerations

5.1. Key risks and issues:

Risk description	Inherent Score	Mitigations	Target Score
Additional scope is identified, leading to an increase in cost and programme	Likelihood: 2 Impact: 3 Total: 6	Ensure clear scope is contained within the study brief, with further opportunities (or scope) to be captured in the wider 'Western Lands' strategy work	Likelihood: 1 Impact: 2 Total: 2
Bid returns are higher than the decision limit, leading to a shortfall in funding	Likelihood: 2 Impact: 3 Total: 6	Revisit study brief and identify items for potential de-scoping	Likelihood: 1 Impact: 2 Total: 2

6. Financial comments

- 6.1. OPDC Chief Executive Officer's approval is sought for expenditure of £150,000 for the procurement and commission of consultancy services to undertake the feasibility study to RIBA stage 2 (or equivalent).
- 6.2. The cost of the feasibility study is based on schemes of similar scope and will be part funded from a £30,000 revenue grant from TfL. The remaining fund required of £120,000 will be from OPDC's 2020-21 revenue budget.
- 6.3. A letter setting out TfL's agreement to transfer the revenue grant has been received by OPDC.

7. Legal comments

- 7.1. The decision requested of the CEO falls within OPDC's objective of securing the regeneration of the Old Oak and Park Royal area and its powers to do anything it considers appropriate for the purpose of its objects or purposes incidental to those purposes, as set out in the Localism Act 2011.
- 7.2. This decision falls within the scope of the OPDC Scheme of Delegation 2015, which permits the Chief Executive Officer to authorise expenditure within approved budgets up to £150,000. Any sum over £50,000 cannot be authorised by a director, and thus a CEO decision is required.
- 7.3. In taking the decisions requested, the CEO must have due regard to the Public Sector Equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010 and to advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic (race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment) and persons who do not share it (section 149 of the Equality Act 2010). To this end, the CEO should have particular regard to section 4 (above) of this report.
- 7.4. Assistant Director consent was required in order for TfL to provide the revenue grant of £30,000 to the OPDC towards the costs of the feasibility study.

8. Planned delivery approach and next steps

- 8.1. The study will be supported by the appointed consultancy team and led by the Principal Project Manager for Transport in consultation with internal OPDC stakeholders, TfL and NR. The study is to commence in April 2020 and planned to complete by July/August 2020.
- 8.2. The output of the study will further inform the strategic direction for OPDC's revised approach to focus on a collaborative partnership with major public sector landowners.
- 8.3. Design, cost and programme information may also provide input and an evidence base for future business cases and potential forward funding bids.

Appendices and supporting papers:

a) Appendix A – The study area



Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the OPDC website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Note: This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:**Is the publication of Part 1 of this approval to be deferred? YES**

The study is yet to go out to tender. Publication before contract award would prejudice this.

Until what date: Until procurement and appointment of a design team have been completed (estimated March 2020, but may be delayed). TBC with drafting officer.

Part 2 Confidentiality:

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to
confirm the
following (✓)

Drafting officer:

Jarad Slater has drafted this report in accordance with OPDC procedures and confirms that: ✓

Financial and Legal advice:

The Finance team has commented on this proposal, and this decision reflects their comments. ✓

The Legal team has commented on this proposal, and this decision reflects their comments. ✓

CHIEF FINANCIAL OFFICER:

I confirm that financial implications have been appropriately considered in the preparation of this report.

Signature

Date 14/4/20

**LAND AND PROPERTY DIRECTOR**

I confirm that I have reviewed this request and can confirm that I am satisfied it is correct and consistent with the OPDC business plan and priorities. It has my clearance and can be referred to the CEO for final approval.

Name: Davena Wilson

Date: 14 April 2020

Signature:

