

[REDACTED]

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**From:** [REDACTED]  
**Sent:** 29 July 2022 14:28  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Heads up - Peckham Coal Line, development fund

Thanks for the heads up. Filed in my project issues file!

[REDACTED]

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**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 29 July 2022 13:44  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** Heads up - Peckham Coal Line, development fund

Hello [REDACTED]  
This is not a project you will have heard much about recently, but it has been a project I took over from [REDACTED] a while back.

The heads up is: Peckham Coal Line (PCL) is not going ahead with its £50k development funding allocation (I set out the background below in italics), but it may be something that could potentially come back comms-wise, as the Coal Line volunteers do feel aggrieved, as you can see in the email below. [REDACTED] has been in on this all along.

*The background, as potted as I can make it!  
Soon after allocation of this funding (2 years ago) Southwark also aligned £100k s106 monies to this project, which allowed the group to envisage delivering a real section of the project, which they were very keen to do. The funding would deliver the stage 3 proposal, which would then be up to Southwark to implement, it is mostly on their land.  
A considerable amount of support was then provided by Southwark and us to help them develop a consultant brief, they ran a procurement process, around a year ago.  
At assessment, both Southwark ([REDACTED]) and I were really not confident at the ability of the team PCL preferred (there was only one other submission, who none were happy to appoint).  
The backstory to this preferred consultant, which was not declared fully at the time, is the boyfriend of one of the PCL trustees is the lead consultant bidding. She had recused herself from the selection process, but this conflict was not fully apparent upfront.  
The last year since this procurement process has been a documented process of feeding back concerns on the approach, the PCL and their preferred consultant having a second, then third attempt, but still not coming up with a plan that provides sufficient confidence to Southwark.  
We did not withdraw the funding, but the email below confirming the funding will not be drawn down is the result of the last attempt to agree the scope and activity of the consultants.*

*Over the years since their fantastic crowd funder, other engagements by the PCL with the borough, local developments and so on have led to it losing political support in Southwark, and their officers feel no pressure from their local politicians to support it. For example, funding they won from their cleaner greener safer funds have resulted in unkempt, untended planters (where the deal was the PCL community would tend these). In particular its alignment to the council's response to BLM "Southwark Stands Together Against Racism" has not happened, and the scheme and approach we were seeing by the middle class volunteers of the PCL was very tin-eared to our suggestions that this location needs to take a very serious approach to engagement. The Southwark regen team's staffing issues have also not helped. In terms of revisiting and thinking through another route, when this procurement was clearly problematic, I offered another possible route to decouple the GLA money from the Southwark money, but the PCL did not choose to pursue this.*

Not as brief as a like! But it has been quite a long and very supported process, and, whilst I certainly empathise with their frustration at how much time this has involved for them, the fact remains by its nature this is a 'proper' project (rather than, say, a pop up, or events), that was to deliver works in the public realm not owned by PCL (in an area with a degree of conflict and antisocial behaviour), and so the buy-in of Southwark to any proposals would need to be a given.

I am confident Southwark and I have been consistent and relative with our concerns. Whilst their ire is mostly focussed on Southwark, there does remain a risk they might shout out on twitter etc.

Do ask if anything is unclear!

Thanks

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From: [REDACTED] [peckhamcoalline.org](mailto:[REDACTED]@peckhamcoalline.org) <[REDACTED]@peckhamcoalline.org>

Sent: 26 July 2022 15:09

To: [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@southwark.gov.uk>

Cc: [REDACTED] <[REDACTED]@peckhamcoalline.org>; [REDACTED] <[REDACTED]@gmail.com>; Peckham Coal Line

<[REDACTED]@[REDACTED].org>; [REDACTED] <[REDACTED]@[REDACTED].org>  
Subject: Re: Peckham Coal Line - revised plan with review points

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[REDACTED] [REDACTED]

Thank you for your time on 14 July.

As noted in the discussion, [REDACTED] and I were disappointed by the latest feedback. We left that call with the view that there is no obvious way forwards and with no confidence that we could ever satisfy the moving goal posts. Having now discussed this with the other trustees of the PCL, and the team at McGregor-Coxall, they share the view [REDACTED] and I reached in discussion with you. We know that many of the PCL's supporters are and will be disappointed too.

**This email is to confirm that PCL will not continue to try to access the funding held by GLA or, therefore, the s106 grant held by Southwark.**

After nearly 2 years of discussions with PCL and almost 18 months of a protracted tendering process, stringing the expert team along, we have lost confidence there is a meaningful commitment to release funds to PCL (regardless of referring to us as the client) to bring forward the Bidwell Street site for the community.

This is hugely disappointing for the community, who we feel are being let down again by council-run processes and systems. Remember, local residents in the community have repeatedly told us they would value more accessible green spaces and a safe walking route between Queens Road and Peckham Rye.

We would like to understand:

- the specifics of your latest feedback (in writing) so we can share these accurately with McGregor-Coxall;
- which governance and oversight board(s)/panel(s) in GLA and Southwark reviewed the submissions made since March 2021 for Bidwell Street;
- if you followed up on any of the references provided to you by McGregor-Coxall; and
- whether you have used a consistent check list for reviewing the various submissions made along the way. If so, whether this was aligned to the RIBA stages that the Bidwell Project needed to be designed against?

We will be updating the local community on these developments over the next few months. Alongside that update we will be releasing our lessons learnt from the past 8 years - including our experience of influencing and working with public bodies; ensuring the community is heard above the planning system; and reflecting on the advice we

received from a range of supporters and champions (including residents, key local figures and businesses, and a number of local councillors).

Yours sincerely,

██████ (on behalf of Team PCL)

|

[REDACTED]

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**From:** [REDACTED]  
**Sent:** 14 July 2022 18:16  
**To:** [REDACTED]  
**Subject:** Peckham Coal Line - latest

Hi [REDACTED]  
Just a note about how the meeting with the above went just now. [REDACTED] and [REDACTED] were there, and when [REDACTED] and I fed back we still had concerns about the proposals (specifically on the resourcing and approach to consultation with local residents, and on the list of exclusions they would be signing up to), they did not react very well. It got quite heated, with [REDACTED] especially getting angry with [REDACTED].  
They wanted me to confirm whether we were closing down the project. I didn't confirm this, but I said we shared the frustration this has been a long process, and I suggested they took time out, and reflect on the comments and situation to date.  
Thanks  
[REDACTED]

[REDACTED]

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**From:** [REDACTED]  
**Sent:** 06 April 2022 11:54  
**To:** [REDACTED]  
**Subject:** FW: Peckham coal line / GLA Southwark catch up

See below, by way of an update on this project. It was a strange meeting last week, in that what they had emailed previously (the one I sent you) had indicated something different from what they wanted. Below is how we agreed to proceed; [REDACTED] proposed this solution of milestones, makes it more fiddly, but keeps it alive.

Thanks  
[REDACTED]

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**From:** [REDACTED]  
**Sent:** 06 April 2022 11:50  
**To:** [REDACTED]@gmail.com' <[REDACTED]@gmail.com>; [REDACTED]  
<[REDACTED]>  
**Cc:** [REDACTED] <[REDACTED]@southwark.gov.uk>  
**Subject:** Peckham coal line / GLA Southwark catch up

Hello [REDACTED] and [REDACTED]

Thanks for meeting last week. I thought it would be good to put down what was discussed, as that was quite a expansive discussion about possibilities, as well as what next steps there are.

We remain concerned about McGregor Coxall's competence to produce designs that can be implemented, however, the PCL were resolute in your decision to appoint McGregor Coxall, and assured that future longevity of the organisation would come about from other, external fundraising.

We didn't really get to the option 2 in your email (i.e. not doing this), but spent our time together airing a solution where the risk is managed by altering your consultants brief with break clauses.

Below I set this out in a bit more detail. Firstly I would suspect this means at least two break clauses, but this is for you to scope. I would advise against too many, as each milestone will require a certain amount of process and paperwork. Please heed our advice previously provided with particular attention to the work needing to be focused on deliverability.

If you can submit a revised brief as discussed. We look forward to receiving this within two weeks.

This brief will remain unchanged from the initial brief regarding the proposal to deliver the design work in RIBA stages, the successful delivery of which is already confirmed in the agreement letter as linked to payment.

The main difference will be that

- (a) at the end of each stage, the GLA and Southwark Council will assess work produced and provide feedback and advice on whether the work is of a sufficient standard and resolution to take to next stage, and
- (b) the scope can be reduced to result at RIBA Stage 4 to focus on a target intervention within the wider area if required.

The GLA grant letter will also need to be redrafted to reflect the above, please do this within the format it is already in (ie activities related to payment milestones, along with dates). To clarify these milestones, if the standard of work produced causes concern, or is not in a position to move to the next stage, then works subsequent to that milestone will not be funded. Should this occur, due to the protracted process of agreeing this work, and resourcing pressures and funding deadlines, I am afraid we will not be able to enter into another rescoping process.

If it is helpful to remind, the GLA approved the following budget breakdown proposal put forward by the PCL: £5,000 for PCL project management/consultation, £25,000 for design fees, £12,500 for surveys, £7,500 towards capital

works (which could also be contingency, e.g. if further survey works required). If you wish to change this breakdown, please advise so this can be considered. It will of course need to be reflected in the amended grant letter.

I hope the above clarifies the next steps. As was said when we met, the desire to deliver something tangible on the ground came from the PCL, and that is what Southwark and the GLA have been working to enable; the steps described above allows all involved to be assured that upfront design fees are delivering options through the prism of delivery, to enable this to happen. This is as opposed to investing in propositions that, however great, are not deliverable, which in our meeting very much agreed as an outcome no one would want.

Thanks

[REDACTED]

[REDACTED] [REDACTED]

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[REDACTED]

[REDACTED]

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PS

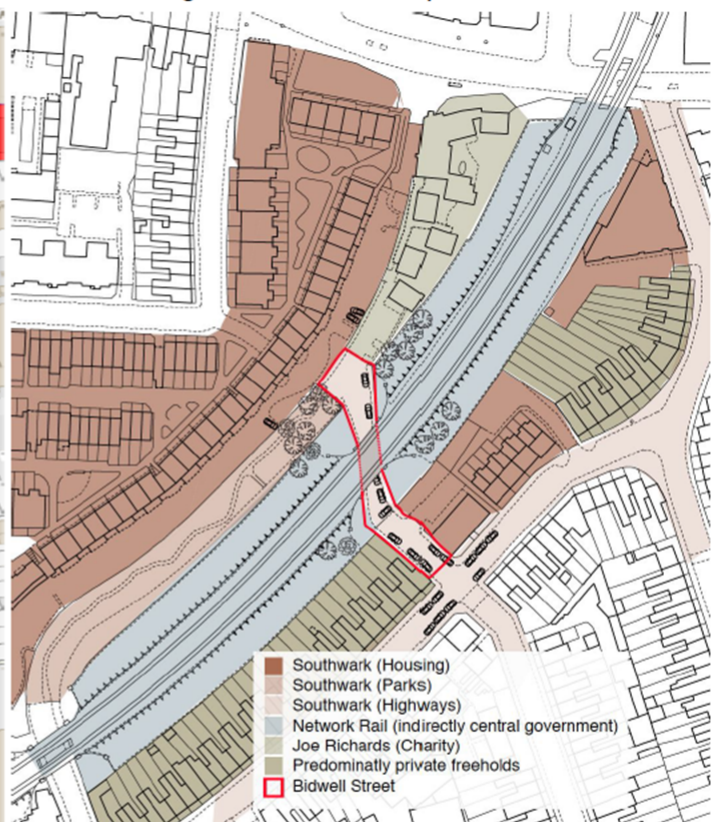
[REDACTED] but I think now is a good moment to set out one detailed thing she has flagged could cause an issue with your consultants effective delivery of this work.

Below on the left is the plan that was in PCLs brief; on the right is the plan [REDACTED] had provided, which shows a more nuanced land ownership (which consequently will have repercussions on what consents are required, depending on where works are proposed). I really don't want to get into this level of detail, but since you will be in discussions with the consultants, it would be good, as the commissioning client, to review the clarity of what they would be needing to do for you with regards to ownership / permissions.

Direct Land ownership



Surrounding Land ownership



Red = TfL

Purple = Southwark Highways

Yellow = Southwark Freehold

[REDACTED]

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**From:** [REDACTED]  
**Sent:** 30 March 2022 09:49  
**To:** [REDACTED]  
**Subject:** FW: Our meeting this week

Hi [REDACTED]  
So with the Peckham Coal Line, [REDACTED] and I have fed back the concerns on the move to step away after having implemented this funding, and we have had this response.

Scroll down to item 2, and in particular what they recommend doing with the development funds. Your thoughts? [REDACTED] isn't that keen as she feels it gives the opportunity to criticise, but there could be merit in it I guess....???

Thanks  
[REDACTED]

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**From:** [REDACTED] <[REDACTED]>  
**Sent:** 29 March 2022 07:49  
**To:** [REDACTED] <[REDACTED]@southwark.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@gmail.com>; Peckham Coal Line <[REDACTED]@org>  
**Subject:** Our meeting this week

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Hi both,

We are looking forward to the meeting on Thurs. [REDACTED] and I both hope to join you. There are two objectives for this session (the two items below) - so we will need to be nimble with the time. I've captured where I think we are on each to save us time on the call and to help you consider the position before we speak.

Agenda:

item 1) way forwards on Bidwell Street:

Update since the last meeting

- we agreed at the last meeting that the way to move forwards would be to work with Joel and the team to update the program plan to incorporate their advice on what sort of surveys and institutional engagement would be needed for the work. I will just say upfront, the program plan has not been updated.
- The discussions with Joel and his colleagues did not result in any advice or additional information that enabled [REDACTED] or us, PCL, as client to reinforce what was already in the plan.
- Joel commented that the plan as presented in the return brief was sound and the team well put together in terms of skills and experience. There was a suggestion that we pick up with Waterson's but at this stage, we see little value.
- Following the protracted period since the tender went out and the bids came back, we have lost Urban Symbiotic from the team. Steph lost faith the work would be contracted in a timely way or that any outputs from the project wouldn't meet with frustrations or requests for re-work. She's now pulled her SME out of the equation.
- [REDACTED] has tried to recruit another partner and lean on McGregor-Coxhall's staff but the rates of recharge would make this unfeasible within the tight budget - which, realistically, we all knew was basically seeking to get works done at cost and with a considerable amount of additional leg work (on behalf of PCL) beyond what most bidding teams might expect.
- PCL has considered alternatives for the community engagement elements to bolster the team but no one in our network has the time to step in.



- In short- losing Urban Symbiotics has been a real blow for the bid in our mind and one that sounds a warning bell for PCL as a project ( - we do not want to lose our reputation or string along potential partners).

#### Next steps

- as a team of trustees we feel we are now at an impasse. We recognise you both seek more clarity but we are not able to provide it. Your attempts to help us haven't moved things forward either. Therefore we have two [broad] options:

- 1) we contract and take the risk on the works and the outputs, which we manage as client and contract around the outputs of the work. We have total faith in our preferred team and are buoyed on by the feedback from Joel. Whilst you've repeatedly said its our decision, its clear to us its not so we want to know if you will sanction us to proceed.
- 2) if we are not able to contract and move the project forward, we have agreed to put this project in the programme on ice until such time either Southwark or GLA are in a position to take forward the works for the community. It would be helpful to have your views on Thurs on above - we have already talked it through our end.

#### item 2) Stepping back and considering the position of community-based capacity/capability

-Thank you for the invitation to reflect on the meta objection from GLAs perspective, [REDACTED] It was a well-timed request and one that coincided with us stepping back to reassess the position on Bidwell.

- In short, our view is that whilst we have tried over the past four years (since the feasibility study was published) to do something anchored in co-action, that is community-led and that puts residents and local businesses at the heart of planning and placemaking, we have curated this new community-led approach whilst ALSO conforming to BAU and rigid institutional systems or processes. Despite personal support from some officers and councillors, we don't think the 'systems' have ever supported us.

-We are pleased GLA recognise we excelled at community engagement and building momentum. PCL continues to have a big advocacy role which exists in parallel to us having also pivoted into a thin client for Bidwell. These roles are also unique again to the role we fulfilled in terms of holding the owners of the Stable Yard site to account for delivery of something more in keeping with the Southwark plan and that realised something much more valuable for the community. There we were activists.

- Nonetheless, we have learned a lot from Bidwell in terms of going from a good idea to beginning the process of developing public space in a community-led way. We have a huge amount to share and teach others.

We are offering to produce a report on our experience, reflections, and learning points and provide practical support for future teams looking to walk a similar line to PCL in terms of community-led development. We would like to use the development funding offered by GLA to produce this work. We would be happy to work up a proposal for this if this would be of interest. Look forward to hearing your thoughts, [REDACTED] on Thurs.

[REDACTED] - on behalf of Team PCL

[REDACTED]

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**From:** [REDACTED]  
**Sent:** 17 December 2021 11:29  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Peckham coal line - development funding

[REDACTED]

As per our quick chat on this, I am going by Lambeth's energies on this, and from that call last evening (that took up most of our team party!) [REDACTED] seems to be wanting to support them. Though a lot is still to be worked out. In terms of spend, I would assume little to nothing this year, and carry forward to next year. I still think it is worth the three of us having a five min conversation about the overarching position on this project though.

Thanks

[REDACTED]

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**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 15 December 2021 16:34  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: Peckham coal line - development funding

[REDACTED]

How much do you think they could spend this year if we agreed it could be spread over this year and next?

Cheers

[REDACTED]

[REDACTED]  
Area Manager (South London)  
Regeneration  
Greater London Authority

[REDACTED] [london.gov.uk](mailto:[REDACTED]@london.gov.uk)

[REDACTED]

[REDACTED]

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**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 09 December 2021 17:03  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: Peckham coal line - development funding

Hello [REDACTED]

Following our quick chat on this earlier this week, I have responded with comments to PCL on their preferred consultants, below. No need to read the detail, but see bit highlighted about budgets, which is most relevant to you. As we have discussed in past months, Southwark have made it clear that support for this group only goes up to a certain point, both in officer time and politically. The £100k of Southwark s106 can also be spent by them directly of

course; there is one year more left to spend that, fixed. [REDACTED] had a catch up this week with [REDACTED] about Camberwell, where this PCL situation was touched on, and I think she has the latest on this. She suggested it was worth touching on this quickly between the three of us? Perhaps at our transpentine meeting next week we can spend 5 mins on this.

Thanks  
[REDACTED]

**From:** [REDACTED]  
**Sent:** 08 December 2021 14:58  
**To:** [REDACTED]  
**Cc:** [REDACTED] <[REDACTED]@southwark.gov.uk>  
**Subject:** FW: Return Brief Draft

Hello [REDACTED]  
Yes, [REDACTED] and I have looked at the submission, these are our combined comments:

In summary, the submission focuses on vision and strategy, which is great in itself, but it doesn't sufficiently cover the nitty gritty of the commission.

Some detailed points

- Risk that the approach to contractual set up is a little naive? Formal structures and process are not explicit and do not sufficiently demonstrate the co-ordination required to deliver this project
- On reading the submission, there is a sense that PCL will need to make clear with a consultant that PCL are the client, which includes all the liabilities and responsibilities that involves. In places, the submission reads as if Southwark were the client for certain aspects.
- Response doesn't set out the key stakeholders and specific relationships, especially on the consents and land ownership aspects
- The submission hasn't responded to the requirement as set out in the brief and covered in the feedback that the proposals will need to set out a phased approach
- The constraints identified are design constraints, not project constraints (e.g. works by live railway track)
- Clarity required on who is doing what regarding consultation between PCL and McGC&US, as previously discussed
- Have assumed Southwark Council will line up advice on planning – consultant/client need to set up formal pre-app meeting and timings
- They have not acknowledged the additional permissions required, e.g. under the Highways Act, and these are not set out/ programmed for/ resourced. If this is unknown at this stage, then we would have expected the consultants to at least identify that additional permissions may be required and include this as a milestone
- Have assumed Southwark Council have existing surveys on area. This may not be the case and cannot be guaranteed. It is also implied that a third party is to commission surveys. The consultant/ client is responsible for scoping and commissioning of any survey information. Southwark may be able to recommend trusted suppliers for surveys and can provide contact details for their term highways consultants
- There is a mention of the design of bespoke items, but of course any bespoke items will need to be approved and will need to be maintenance free; given this project is to be implemented by LB Southwark, what we wouldn't want is this design time spent developing (and consulting on) solutions that the borough can't implement
- Note that the response excludes a wayfinding strategy which we thought would be key
- There are a number of exclusions related to costs and additional fees, that PCL will need to be happy with as client
- The proposed fee payment structure would need to be cashflowed by PCL. The terms of the GLA grant is a small number of staged payments, on completion of the phases of work.

On this last point, now that there is a programme set out in this submission, it is clear the services procured with the £50k are not achievable in this financial year, which you will recall is the limit of availability of these GLA funds.

I have alerted the programme manager of this funding stream to this, and they are currently seeking clarification whether it is possible to carry forward the grant to spend in next financial year. This may be possible, but the decision confirming it is wrapped up in a number of other project decisions, meaning it may take some time for me to clarify these funds are available to the work programme you are proposing.

Thanks

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**From:** [REDACTED]  
**Sent:** 03 December 2021 16:05  
**To:** [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>  
**Subject:** Peckham coal line - development funding

Hello [REDACTED]

After many months of back and forth (some of the latest of this below), Southwark and I have received PCL's preferred consultants proposals for their works recently, and [REDACTED] and I had a detailed review of it this afternoon. (You recall, the deal is our £50k is matched with £100k s106 contribution, with our money going towards a stage 4 design, to be implemented by Southwark with their contribution).

We are still concerned about PCLs clienting ability and their preferred consultants' grasp of what is needed in terms of their work in a contested and fiddly element of public realm. But given how long it has taken to get to this point, and the fact we will make it 100% clear that the scheme developed by the consultants, cliented by PCL, needs to be implementable by Southwark. So we can see the way forward, and can feed back, clearly passing the responsibility to the PCL.

However, one thing is clear from the submission, there is no way this spend can be achieved by March 22. Should I work to tell them that is a deadstop spend date (so that will need to rescope the project again), or is there a plan/possibility to extend claims of the development money into next year? (from what I can see, it is likely this would be within Q1).

Grateful for your guidance, as I will need to know this before we get back to them with comments.

Thanks

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**From:** [REDACTED]  
**Sent:** 29 October 2021 18:09  
**To:** [REDACTED] <[REDACTED][southwark.gov.uk](mailto:[REDACTED]@southwark.gov.uk)>  
**Subject:** RE: follow up dates

Hi [REDACTED] hope you are well!

From my end, this has gone completely quiet, and this is the last contact. Is that the same for you?

Thanks

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**From:** [REDACTED][peckhamcoalline.org](mailto:[REDACTED]@peckhamcoalline.org) <[REDACTED][peckhamcoalline.org](mailto:[REDACTED]@peckhamcoalline.org)>  
**Sent:** 29 September 2021 19:44  
**To:** [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; [REDACTED] <[REDACTED][southwark.gov.uk](mailto:[REDACTED]@southwark.gov.uk)>  
**Cc:** [REDACTED] <[REDACTED][gmail.com](mailto:[REDACTED]@gmail.com)>; [REDACTED] <[REDACTED]>  
**Subject:** Re: follow up dates

Hi all,

Thanks for your considered responses. There's lots to take in here.

At this point in time - we're keen to see the return brief from the team- to see that they understood the scope / needs from our conversation we had. If it doesn't - then clearly, we will need to look again at what next, so thanks [REDACTED] for naming the potential flexibility there.

From our perspective and taking your thoughts into consideration, we've outlined what we need the return brief to do. We'll be looking for it to include a detailed description purpose of the work; clarifying respective roles in the delivery of that brief; and, setting out a hypothesised plan and set of milestones to demonstrate approval and touch points for review.

Hope to be in touch soon with the return brief in hand, sounds like they will send something end of the week / Monday.

All the best,

[REDACTED] [REDACTED] & [REDACTED]

On Wed, 22 Sept 2021 at 17:23, [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk> wrote:

Hello all,

In terms of feedback, it was so good to meet face to face, and have the opportunity to talk about the project in detail.

I must say my headline reaction was to be somewhat taken aback by the lack of knowledge of the brief, and that the consultants seemed to treat the session as a 'soft sell' moment, rather than the opportunity to respond to the specific feedback previously provided, in order to allow the partners this project irrefutably needs to have on board to agree and move on. We have all expressed our desire to see this project happen, but that desire is not enough for a lead consultant; they need to demonstrate their ability to handle, and understanding of the task in hand, which I would agree with Magda's feedback below, this was not quite there.

From the GLAs point of view, to boil it down, we can't approve the allocated funds to be spent developing a scheme that Southwark isn't able to take over, deliver, and maintain, as that would be a waste of money. For me, that remains the bottom line of this discussion about consultants.

When [REDACTED] mentions below an 'alternative approach' from the GLA, I should perhaps unpack that, it comes from a previous conversation we'd had about the status of the GLA funding. If the PCL aren't able to reach agreement on delivering a capital project with this funding with the landowner Southwark, then although we will be disappointed that the opportunity to deliver a long lasting intervention has not been achieved with the GLA money, and the leveraging of s106 monies to develop and strengthen the PCL long term position as a local delivery partner might be lost, the GLA can have the conversation with the PCL about how else to spend the GLA funding on non-permanent activities (though mindful that we would need to revisit the agreement to do this, and we do need to get the funding spent sooner rather than later, given the considerable time passed since the award of funding).

As for the next step, it seemed like a 'return brief' could be a good idea, and I would certainly very much welcome the PCL proceeding with this project as intended. But this brief would really need to convincingly set out the roles

(for both the consultants and the overlap with PCL), work streams in relation to the brief requirements, programme and budget – so addressing the points that [REDACTED] very clearly sets out in detail below.

Thanks

[REDACTED]

[REDACTED] [REDACTED]

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The Queen's Walk

London SE1 2AA

[REDACTED]

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From: [REDACTED] [REDACTED] <[REDACTED]@southwark.gov.uk>

Sent: 17 September 2021 13:12

To: [REDACTED]@peckhamcoalline.org; [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>

Cc: [REDACTED] [REDACTED] <[REDACTED]@gmail.com>; [REDACTED] [REDACTED] <[REDACTED]>

Subject: RE: follow up dates

Hello [REDACTED]

It was great to meet on site and see you yesterday. I am sorry we didn't get the chance to talk much directly. I thought it was very useful site meeting.

I hope you don't mind my very direct and honest approach. I thought that that would be the most productive way forward. I am sure [REDACTED] will write separately next week with his feedback. He doesn't work on Fridays.

Here are a few pointers:

- The consultants appeared unprepared and it didn't appear that they had read, or at least digested the brief before we met them. This isn't a simple case of not understanding the brief, I really don't think they had read it as there were so many incorrect assumptions made.
- When I asked the consultants to clarify the respective roles between consultancies, the response was that they would work together. There was no clear delineation between roles and responsibilities and no clear understanding of what the actual tasks were, how long they would take and who was doing them. This was something we had included in our feedback (attached) to them so they could think about it and prepare a response.
- When I asked what deliverables or outputs or what steps would need to be taken to deliver the project they weren't able to answer. McGC talked about a "strategic set of moves" and "a signifier" and to "create a presence" and they did mention "key milestones" but they were being very unclear about what they were supposed to be doing and didn't mention what any of the moves of milestones would be. ■ then asked if I was talking about RIBA stages and as this provides a useful structure I said he was welcome to answer following that. ■ then said that RIBA stages 0-7 would be delivered as part of their services. I pointed out that the brief clearly sets out that the project was to deliver RIBA Stages 2-5 and explained why this was, which is also explained in the brief.
- McGC were unclear whether the Principal Designer role (a CDM requirement) was to be undertaken by themselves or by a consultant and didn't appear to thought about this or about other statutory processes such as traffic orders.
- None of feedback we supplied to McGC&US to prepare for was adequately addressed and most of our concerns set out in the feedback weren't answered at all. For example, there was still no structure to their approach, no evidence they had understood what we were asking them to do, still no information on who was doing what and for how much, no clear information on technical aspects.
- They hadn't understood the plan to produce designs in phases, to be delivered as and when funding became available (as set out in the brief).
- They didn't really address wider equalities issues but to be fair, we didn't really get onto that topic as we got stuck on the what / where/ when / how / who process stuff.

Overall, the consultants seemed to be talking more about a vision when this project is not to produce a vision so much as taking your vision and turning that into a reality and to set out what is needed to be done to get there. McGC need to address the feedback we supplied post interview and the verbal feedback, guidance and advice we provided yesterday. As I said, at the moment, if we appoint then I think that we will be setting them up to fail which would be unfair on all.

I was so disappointed. I really thought that they would come properly prepared and able to address issues we raised in the feedback. I am expecting information to provide further information and clarification against the brief and our feedback, building on their submission. I am, however concerned that they are out of their depth.

McCG mentioned a return brief, which they are welcome to do although that might change the nature of the project. I know that the [REDACTED] is open to an alternative approach.

At the end of the day, the last thing I want to do is block anything! This is your project and your funding and if you wish to appoint I will not stand in your way. I am paying due diligence as I am keen for the designs to be deliverable, hence my advice and feedback.

I hope this is useful. You are doing such amazing work on the PCL and these projects are always much more difficult to deliver than it would first appear so don't let my feedback dampen any spirits. It is your decision whether you take all/some of my advice into consideration.

Regards

[REDACTED]

[REDACTED] [REDACTED]

Regeneration Manager

Regeneration South

Southwark Council

[REDACTED]



From: [REDACTED] <[REDACTED]@peckhamcoalline.org>  
Sent: Friday, September 17, 2021 11:56 AM  
To: [REDACTED] <[REDACTED]@southwark.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>  
Cc: [REDACTED] <[REDACTED]@gmail.com>; [REDACTED] <[REDACTED]>  
Subject: Re: follow up dates

Hi [REDACTED] and [REDACTED]

It was really nice to see you (in person and in the sunshine) yesterday - really appreciate you taking the time.

It was great to have Richard and [REDACTED] join us too, so thank you [REDACTED] for making that happen - it was really useful to hear their needs and considerations.

While it's fresh, it would be great to get your impressions and thoughts from the conversation.

For me - I think developing up the return brief is a great next step. The conversation seemed to clarify the needs and some of the activities - so lets see if they're distilled and fully understood in writing.

The team said on leaving they will aim to get that back to us asap, so we will share that once we have it.

All the best,

[REDACTED]

On Wed, 15 Sept 2021 at 18:05, [REDACTED] <[REDACTED]> wrote:

Hi [REDACTED] [REDACTED]

Apologies from me for tomorrow's site visit and 'second interview' with McGC&US. [REDACTED]  
[REDACTED] I can't get away to join you all. I will be there in spirit though... and just to make sure you all know my views...

Amongst the trustees, we are firmly in the view that the prime objective of this session is to enable us to move forwards with this element of the PCL programme. We need to satisfy ourselves as the client, and you as the funder/sponsoring body, that we will have a capability, coupled with focus and capacity, in McGC&US. We MUST be confident this arrangement will deliver all our [PCL] requirements and do so on budget and in a VFM way [ - which in your shoes I'd be looking at this through that lens]. [REDACTED] has framed the agenda to achieve that.

The 50mins earmarked for McGC&US should be a (1) very short intro (~10mins) and then (2) a detailed run through the outstanding points (~40mins). That's why we have collated the issues yet to be resolved and shared them with all groups attending in advance. We expect McGC&US to come prepared to give us answers, and that we (as the client) and you (as sponsor/funder, responsible authorities) can provide a clear sense of what evidence and assurance are required /what is an acceptable level of assurance.

We have also completed the COI declaration. I would just add that we have and continue to manage this COI by recusing [REDACTED] [REDACTED] from decisions relating to this procurement. She does continue to engage in the core activities of our CIO/wider programme but will not be attending tomorrow's meeting in line with the PCL mitigation of COI as noted in the declaration.

Hope this is a helpful contribution to the discussion/prep for tomorrow. Apologies again that I can't join you.

Best wishes,

[REDACTED]

On Wed, Sep 15, 2021 at 9:31 AM Peckham Coal Line <[REDACTED]@[REDACTED].org> wrote:

----- Forwarded message -----

From: [REDACTED] [REDACTED] <[REDACTED]@southwark.gov.uk>

Date: Thu, 9 Sept 2021 at 10:37

Subject: RE: follow up dates

To: [REDACTED]@[REDACTED].org <[REDACTED]@[REDACTED].org>, [REDACTED] [REDACTED]

<[REDACTED]@london.gov.uk>

Hi [REDACTED]

I think my message got lost

I have everybody's email address apart from [REDACTED]

Can you pass that to me too

Thanks

[REDACTED]

[REDACTED] [REDACTED]

Regeneration Manager

Regeneration South

Southwark Council

[REDACTED]

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**From:** [REDACTED] [REDACTED]  
**Sent:** Thursday, August 5, 2021 6:26 PM  
**To:** [REDACTED] [org;](#) [REDACTED] [REDACTED] <[REDACTED]@[london.gov.uk](#)>  
**Subject:** RE: follow up dates

I forgot to mention that I did ask my line manager who the best Cabinet Member is as portfolios have changed and PCL covers several portfolios

I was on the right track, it is most likely to be Cllr Catherine [REDACTED] Cabinet Member for Transport, Parks and Sport

He suggested that you go through your ward members

I hope that is helpful

Kind regards

[REDACTED]

[REDACTED]

Regeneration Manager

Regeneration South

Southwark Council

[REDACTED]

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**From:** [REDACTED]

**Sent:** Thursday, August 5, 2021 9:54 AM

**To:** [REDACTED] [org;](#) [REDACTED] <[REDACTED]@[london.gov.uk](#)>

**Subject:** RE: follow up dates

Hi [REDACTED]

I can make:

**August:**

25 (am)

**September:**

6

7 (am)

10

13

14

15

16 (til 3pm)

17

I hope that is useful

Before we meet it would be a good idea to remind ourselves of the gaps.

[REDACTED] and I can go through this and send this to you and the Trustees before we meet on site (can you remind me of [REDACTED] and Anna's emails). I am hopeful that our concerns can be addressed and that we can crack on asap!

Kind regards

[REDACTED]

[REDACTED] [REDACTED]

Regeneration Manager

Regeneration South

Southwark Council

[REDACTED]

**From:** [REDACTED] [org](#) <[REDACTED]@[org](#)>  
**Sent:** Wednesday, August 4, 2021 3:05 PM  
**To:** [REDACTED] <[REDACTED]@[london.gov.uk](#)>  
**Cc:** [REDACTED] [org](#); [REDACTED] <[REDACTED]@[southwark.gov.uk](#)>  
**Subject:** Re: follow up dates

Ok - thanks [REDACTED]

[REDACTED] - are you able to share you holiday dates - and I'll go back to the drawing board / set up a doodle for us.

Cheers,

[REDACTED]

On Wed, 4 Aug 2021 at 13:17, [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)> wrote:

Hello all, I am afraid none of those days work for me as I am not working on any of them, sorry to be a pain. And especially since I misattended the last meeting! However, I do have good availability other than those days.

Thanks

[REDACTED]

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**From:** [REDACTED] [org](mailto:[REDACTED]@org) <[REDACTED][org](mailto:[REDACTED]@org)>

**Sent:** 03 August 2021 17:16

**To:** [REDACTED] <[REDACTED][southwark.gov.uk](mailto:[REDACTED]@southwark.gov.uk)>; [REDACTED]  
<[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Subject:** follow up dates

Hi both,

Good to meet and connect yesterday. Just picking up on availability for arranging and (onsite ideally) session with McGregor Coxhall x Urban Symbiotics.

Our end - we could do the following for an in person - wondering if any of those work for you?

Mon 23rd August

Fri 27th August

Fri 13th Sept

If these dates don't work - then we will have more flex for a zoom call/I'll send a doodle.

Thanks,



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w. <http://peckhamcoalline.org>

t. [@PeckhamCoalLine](#)

f. <https://www.facebook.com/peckhamcoalline>

Registered Charity Number 1165247

[REDACTED]

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**From:** [REDACTED]  
**Sent:** 23 July 2021 09:34  
**To:** [REDACTED]  
**Subject:** FW: notes in advance of meeting with PCL on 2 August

Just FYI on the latest on the Peckham Coal Line, I will briefly mention this when we catch up later.  
Thanks  
[REDACTED]

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**From:** [REDACTED] <[REDACTED]@southwark.gov.uk>  
**Sent:** 22 July 2021 18:03  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@southwark.gov.uk>  
**Subject:** notes in advance of meeting with PCL on 2 August

Hi [REDACTED]

As promised, here are some notes following our conversation for our eyes only to help inform our discussion with the PCL and Trustees when we meet with them on Monday 2 August.

You agreed to send an email prior to the meeting to suggest that when we meet that we go through:

1. the GLA and Southwark feedback on progress so far
2. our advice on moving forward

*This will help steer the conversation and enable us to make our concerns clear to the Trustees. PCL have not demonstrated sufficient skills, competence and ability to engage which we can demonstrate by raising 3 issues (all of which we have raised with them before).*

#### **Notes to follow to feedback on GLA and Southwark progress so far**

1. **appointing designer:** we clearly set out our concerns in writing about why McGregor Coxall weren't appointable. Right at the end of the interview, [REDACTED] stated they weren't appointable. [REDACTED] then suggested that a discussion takes place with McC to address the concerns and for a revised proposal to be submitted. We are still waiting for information to assess whether the gaps in the submission and interview have been adequately addressed. Reminder that Southwark Council will need to take responsibility for this during build and post completion so designs must be robust and adhere to Southwark standards.
2. **Outreach and engagement:** We requested information on how the £5k funding for outreach and engagement will be spent and are still waiting for this. Since 2017, prior to this fund Southwark Council flagged the risks of not engaging people living in the direct vicinity of Bidwell Street. Since this funding has been agreed Southwark and the GLA have provided advice on engaging hard to reach communities and advised PCL to door knock the properties overlooking and backing onto Bidwell Street but no action/ response to this has been received. The socio-economic issues facing many of the Cossall residents haven't been clearly understood. You could mention "organic market" idea as an example, you may recall [REDACTED] was keen on this as he "spends a fortune" at the Brockley organic market every week versus our thinking that if anything is needed in that space then it should be something like a food coop)





[REDACTED]

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**From:** [REDACTED]  
**Sent:** 09 July 2021 17:33  
**To:** [REDACTED]  
**Subject:** PCL - appointment of consultants

Hi [REDACTED] here's the latest on Peckham Coal Line, FYI

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**From:** [REDACTED]  
**Sent:** 07 July 2021 18:17  
**To:** [REDACTED] peckhamcoalline.org; [REDACTED] <[REDACTED]@southwark.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@gmail.com>; [REDACTED] <[REDACTED]@gmail.com>  
**Subject:** RE: comments as requested

Hello there

Good timing regarding your email, as [REDACTED] and I caught up about this last week. Thanks for bearing with us these past weeks.

Whilst there has been a hiatus, I think it was clear during the most recent discussions that we are not at this point in agreement to appoint the McGregor Coxhall / Urban Symbiotics team, and we do not share your confidence on delivery. Concerns have been covered in emails/meetings previously and remain insufficiently addressed in the latest information provided. If it would be useful to re-visit this in more detail, we would be happy to meet to do so if this is needed?

On the bigger picture, whilst acknowledging it has taken some time to get to where we are, we are keen that this project gets off on the right foot. So it is perhaps worth recapping the first principles to help us going forward.

The Peckham Coal Line have done well to secure GLA funding for this project, and to have further allocations of section 106 money from LB Southwark assigned to the aims. Both of these funding sources are in place, but do have a time limitation. In the case of the GLA funding, you will recall, very many months passed before this progressed from your end.

In recognition of your status as a community group and our wish to support your aims, we have provided guidance in the form of input from [REDACTED] and myself. We agreed with your request that some of the budget could be used to support your client side delivery requirements, though we have not, as it stands, been provided with, or have agreed, sufficient detail on this.

I guess the issue boils down to this - Alongside a suitable consultant, it is important to recognise the clienting need for a project of this type: we are mindful that even with a highly autonomous and technically competent consultant appointed, a sufficiently resourced client is also required.

As I understand it, this project is not an engagement event, a study, or a pop-up, but physical works paid for with public money, on public land, not owned by the PCL.

Consequently, we (the GLA and Southwark) do need to ascertain the investment and the process to deliver it is going to be handled robustly, with particular assurance both on the process of community engagement and consultation on a public realm project, and the adherence to the councils requirements and liabilities for works on their land. I am acutely aware that sounds dull, and likely not what you so generously give up your volunteering time to think about!

Please be assured of our continued wish to support your delivery aims for this project. Whilst it must be frustrating to not be able to act now, it is important in this ownership and funding context to get the building blocks of this project in place.

Would it be possible to meet with the trustees to take stock of the charity's approach and resources for delivering this capital project?

From this conversation, we could then together map out the next steps.

If this makes sense, perhaps you can set up a Doodle poll to organise a date for this? I suggest this more strategic conversation is separate from the other more detailed meeting I first suggested, which we can also have if that were welcome.

Thanks

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**From:** [redacted] [peckhamcoalline.org](mailto:[redacted]@peckhamcoalline.org) <[redacted]@peckhamcoalline.org>  
**Sent:** 04 July 2021 21:25  
**To:** [redacted] <[redacted]@london.gov.uk>; [redacted] <[redacted]@southwark.gov.uk>  
**Cc:** [redacted] <[redacted]@gmail.com>; [redacted] <[redacted]@gmail.com>  
**Subject:** Re: comments as requested

Dear [redacted] and [redacted]

Just aware that it's been 4 weeks since we shared the updated costings with you from McGregor Coxhall / Urban Symbiotics.

To recap where we are with the Bidwell Street project. We've been through a rigorous tender process and reached out firms that were collectively complied. We together identified a preferred team. A team which challenged all of us and who we agreed that needed more information from. We have since followed up with additional questions and they have offered responses and a revised budget. We feel confident in what they can deliver and offer the Bidwell Street site and the Peckham Coal Line project more widely. As time has passed and through conversations with the PCL Trustees about the the future of the PCL and capacity needs we feel resolute in the decision to appoint this team.

If this is not something we can all agree on - then we see that the project will be stalled and careful public communication will need to be crafted.

Thinking ahead to the engagement process - there are a series of events upcoming locally (including Peckham Festival and events on the Cossall Estate) that will be ideal to work alongside as part of the Bidwell work. But we need to ensure we have the go-ahead on the design team in order to make the most of these opportunities in good time.

I know you are both busy and the rush before the summer holidays is no doubt a reality for you both - but it would be great to get a response from you this week.

All the best,

On Fri, 11 Jun 2021 at 12:10, [redacted] <[redacted]@london.gov.uk> wrote:

Hi [redacted]

I am afraid both [redacted] and I are up against it with deadlines in the next week or so, so if you can bear with us, we'll be back in touch to continue this conversation when we're through this workload blip. I guess in the meantime a thing to be thinking about concurrently with the discussion about consultant appointment is the PCL's clienting capacity/resources to deliver this project going forward, as has been raised in recent emails.

Thanks, we'll touch base again soon,

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**From:** [REDACTED] [peckhamcoalline.org](mailto:[REDACTED]@peckhamcoalline.org) <[REDACTED]@peckhamcoalline.org>  
**Sent:** 06 June 2021 22:25  
**To:** [REDACTED] <[REDACTED]@southwark.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>  
**Cc:** [REDACTED] <[REDACTED]@gmail.com>  
**Subject:** Re: comments as requested

Hello,

Hoping you've both enjoyed the sunshine this weekend. [REDACTED] hope you had a good week off too.

Just sharing the revised costings and plans from McGregor Coxhall x Urban Symbiotics.

You'll see they've weighted the work more heavily to the later stages which makes sense and included more details on who will pick up the technical side of things. Looks like they have also taken out the time/input of Centric Lab from this too.

They have also suggested one of the references as well to get in touch with - details below. Happy to make contact if you feel that would be useful/reassuring.

The conversation we had with them was good and we're encouraged by what they have shared back and keen for a subsequent conversation. Do let us know your thoughts.

[REDACTED]

—

Notes from [REDACTED] & [REDACTED]

We have reworked our fee proposal, including time allocations and invoicing structure (Project Dates TBC). This now allocates more time to the detailed design and on site delivery as per the feedback. Please find attached.

Thank you for sharing their feedback, we have had an internal discussion about this and will address the concerns with [REDACTED] and [REDACTED] when we meet.

In the meantime if they would like a reference - [REDACTED] [REDACTED] our client at Transport for London is happy to discuss our work with either [REDACTED] and [REDACTED]

[REDACTED] [REDACTED] [REDACTED] - Transport for London

Senior Sustainable Development Manager

TfL Property Development

[REDACTED]

[REDACTED]

A: 55 Broadway, London SW1H 0BD

On Thu, 27 May 2021 at 16:19, [REDACTED] <[REDACTED]@southwark.gov.uk> wrote:

Hello [REDACTED]

I look forward to receiving McGregor Coxall & Urban Symbiotics revised proposal. Did you give them a deadline? FYI I am away next week.

Once we have gone through that and fed back you can decide if it would be a good idea to meet (which I hope we can) and how the meeting should be structured.

The PCL development / engagement work is being delivered with GLA funding so [REDACTED] can provide further advice on the plans from the GLA perspective. From the Southwark perspective, I do know that covid has made things very difficult, but have you proactively reached out to the people living in the direct vicinity, e.g. knocked on their doors and/or delivered hard copies of newsletters, to those properties overlooking / backing onto the site and the Cossall properties overlooking Kirkwood? Could you send me a copy of the newsletter mentioned in the consultation plan.

As mentioned before, a major risk of this project is if people don't feel engaged and the most important people to engage is those living in the direct vicinity of the site. It wouldn't be fair of me to not to point this out and for you to then have to deal with backlash at Planning Stage hence I am highlighting it again as something that needs to be done sooner rather than later.

Enjoy the sunshine this weekend!

[REDACTED]

[REDACTED] [REDACTED]

Regeneration Manager

Regeneration South

Southwark Council

Tel: [REDACTED]

From: [REDACTED] [peckhamcoalline.org](mailto:peckhamcoalline.org) <[REDACTED]@peckhamcoalline.org>

Sent: Monday, May 24, 2021 9:49 PM

To: [REDACTED] [REDACTED] <[REDACTED]@southwark.gov.uk>; [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>  
Subject: Re: comments as requested

Hello both,

Hope you've been keeping dry amongst the crazy rain. Sorry for the delay in getting back to you on this.

A couple updates:

#### **Feedback / next steps for McGregor Coxall & Urban Symbiotices**

We have shared the feedback you kindly wrote up with [REDACTED] and [REDACTED]. Myself, [REDACTED] and [REDACTED] ended up having a bit of chat with them last Friday. We wanted to get a sense of could we work with them - plus talking through the feedback. It was a useful conversation and they were grateful of the feedback to really refine their proposal.

*Next steps* - based on that conversation they are going to revise the proposal based on our feedback and share updated thoughts on how they would approach it - rebalancing the focus of the work/budget and the resources and refine the purpose of engagement work. Once they have done that - then as we discussed, I think it is worth us all coming together with you both (possibly even in person?) to talk it through. We've been clear the work isn't a given on doing this - and we all still need to be happy.

#### **PCL development / engagement work**

I promised to [share the document](#) which outlines our community engagement plans and the scope of work. I've added to that some assumptions about what / how we're using this to do some of the development work. Our conversation and subsequent emails made us realise this part hadn't been put down in one place. Of course happy to chat any of this through - but also mindful of your collective time.

Have a good week,

[REDACTED]

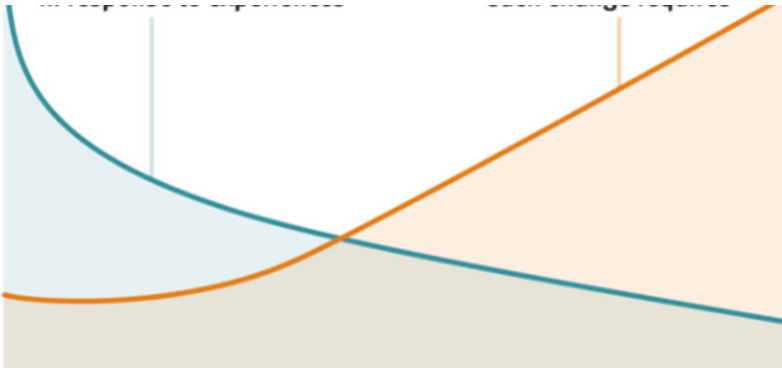
On Thu, 13 May 2021 at 15:15, [REDACTED] [REDACTED] <[REDACTED]@southwark.gov.uk> wrote:

Thank you [REDACTED] and [REDACTED]

As mentioned when we caught up, crystal clear feedback for McGregor Coxall + Urban Symbiotices is needed, and conversely we need to feel assured of that they are up to the job. We can't risk them taking on a project they don't understand or can't deliver. That wouldn't be fair on them or on ourselves.

This work is a golden opportunity for PCL to grow and strengthen as an organisation, widen the membership to involve local people with a diverse range of skills who can help steer this work. Have you considered your capacity building strategy further? This would be the perfect time to have a volunteer recruitment drive to reach out for more skilled volunteers due to the rise in home working leaving many professionals with more time and especially now that you have a decent chunk of money to crack on with some delivery. It is onerous managing volunteers but if you get the process right this could give the PCL a real boost, take the pressure off you, [REDACTED] and it will help the PCL to become a more robust organisation with the resources, accountability and structures in place to bid for, win and process even more grants to for future phases.

I can't find a model for capacity building online so I have used the image below to try to explain what I mean ... the green line is input from [REDACTED] and myself with the orange line being the capacity of PCL. I hope that makes sense of the trajectory I have in mind and you find it useful.



Thanks for updating the information on [REDACTED] input, I look forward to receiving it.

Kind regards

[REDACTED]

[REDACTED] [REDACTED]

Regeneration Manager

Regeneration South

Southwark Council

Tel: [REDACTED]

**From:** [REDACTED] [peckhamcoalline.org](mailto:[REDACTED]@peckhamcoalline.org) <[REDACTED]@peckhamcoalline.org>

**Sent:** Thursday, May 13, 2021 1:52 PM

**To:** [REDACTED] <[REDACTED]@london.gov.uk>

**Cc:** [REDACTED] [peckhamcoalline.org](mailto:[REDACTED]@peckhamcoalline.org); [REDACTED] <[REDACTED]@southwark.gov.uk>

**Subject:** Re: comments as requested

Thanks for sharing this. I will be in touch with [REDACTED] and [REDACTED] and share some of this feedback - then arrange a time to chat with them next week.

Our conversation was useful to take stock of where we are with the community activation / engagement side of things and the needs now this next steps. So I am going to make some updates to the document that outlines this and share with with you both for info.

Appreciate your consistent support and hear your time pressures/desire and ability to play a shadowing role but not more.

[REDACTED]

On Thu, 13 May 2021 at 10:45, [REDACTED] <[REDACTED]@london.gov.uk> wrote:

Hi [REDACTED]

Good to catch up yesterday!

You asked us to provide some feedback points as per the conversation the three of us had; [REDACTED] and I have worked this through, see below:

*Feedback from yesterday's discussion on McGregor Coxall x Urban Symbiotics submission:*

#### *Approach*

- *Too much emphasis on developing new ideas and strategies, rather than developing the capital project that is core to the brief.*
- *Lack of structure underpinning the approach to the work plan required, scant evidence of a clear understanding of the critical path.*
- *Unclear what was proposed as initial phase, and subsequent phases – eg ideas such as pavilions, whilst perhaps useful to sketch out, are unlikely to be affordable in this budget, yet were described as part of a consultation process.*
- *The key stakeholders are clearly identifiable but were not acknowledged; and how they would be engaged with was insufficiently identified or addressed. Beyond owners, a number of potentially game-changing consents would be required.*

#### *Resources*

- *We weren't clear about the functions the people on the fee schedule are undertaking.*
- *Unclear who is leading on the technical aspects (the site specific issues, surveys to be commissioned; etc)*
- *Time allocated at the various stages didn't seem to make it clear the consultants recognised the work required*



## Engagement

- *The primary engagement on this project is about delivering buy-in from stakeholders to the actual capital works, rather than a wider re-engagement in the concepts of the PCL.*
- *As a project in the public realm, a secondary - and no less important - engagement is with the whole community; meaning not only the “PCL-friendly”, but all who are affected by the project. It was unclear how the consultant team will effectively fulfil this, to allow the project to be ready to proceed to the delivery phase.*
- *It is worth noting that some engagement activity is resourced already within PCL, and this commission should enhance and complement this, not repeat or duplicate it.*

On resourcing more generally on the project, and in relation to this last point, I know back at the beginning of this the talk was about delivering this project hand in hand with moving the PCL on to its next phase organisationally. To that end, we agreed that some of the capital grant could be devoted to PCL resourcing to develop and act as a client to this construction project. It's perhaps a good moment to point out that, whilst we are gunning for you, (and [REDACTED] in particular aims to smooth it through Southwark's processes as best she can), neither of us unfortunately have the capacity available to do more than shadow and provide background support the delivery of the project you have funding for.

Bearing this in mind, yesterday we touched on clarifying the engagement activity that [REDACTED] will carry out for the fee assigned, and it would be great to confirm this and the other client side resource, whilst of course ensuring this dovetails with what it is envisaged consultants will be commissioned to do.

I hope that is not too long winded! Fundamentally I do think there is the need to ensure the capacity the PCL has for delivering this next stage is recognised, clearly thought through, and set out. As without it, the task you are asking the consultants to carry out will remain slightly unclear.

Thanks

[REDACTED]

**From:** [REDACTED]  
**To:** [REDACTED]  
**Subject:** FW: comments as requested  
**Date:** 14 May 2021 10:12:00  
**Attachments:** [image002.png](#)

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FYI

A quick scan of this conversation below will give you a taste of how things stand with the Peckham Coal Line at present.

Thanks

[REDACTED]

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**From:** [REDACTED] <[REDACTED]@southwark.gov.uk>

**Sent:** 13 May 2021 15:15

**To:** [REDACTED]@peckhamcoalline.org; [REDACTED] <[REDACTED]@london.gov.uk>

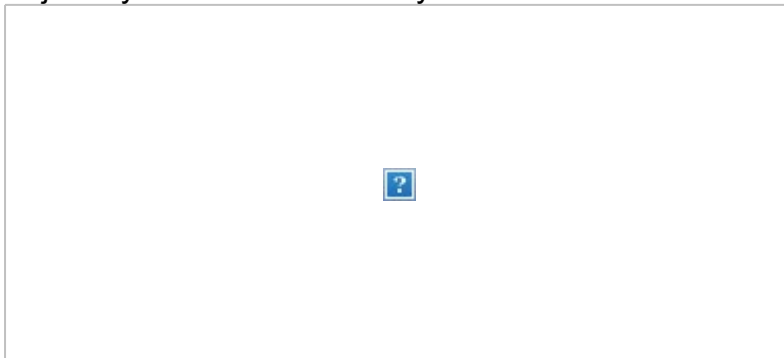
**Subject:** RE: comments as requested

Thank you [REDACTED] and [REDACTED]

As mentioned when we caught up, crystal clear feedback for McGregor Coxall + Urban Symbiotics is needed, and conversely we need to feel assured of that they are up to the job. We can't risk them taking on a project they don't understand or can't deliver. That wouldn't be fair on them or on ourselves.

This work is a golden opportunity for PCL to grow and strengthen as an organisation, widen the membership to involve local people with a diverse range of skills who can help steer this work. Have you considered your capacity building strategy further? This would be the perfect time to have a volunteer recruitment drive to reach out for more skilled volunteers due to the rise in home working leaving many professionals with more time and especially now that you have a decent chunk of money to crack on with some delivery. It is onerous managing volunteers but if you get the process right this could give the PCL a real boost, take the pressure off you, [REDACTED] and it will help the PCL to become a more robust organisation with the resources, accountability and structures in place to bid for, win and process even more grants to for future phases.

I can't find a model for capacity building online so I have used the image below to try to explain what I mean ... the green line is input from [REDACTED] and myself with the orange line being the capacity of PCL. I hope that makes sense of the trajectory I have in mind and you find it useful.



Thanks for updating the information on [REDACTED] input, I look forward to receiving it.

Kind regards

[REDACTED]  
[REDACTED]

Regeneration Manager  
Regeneration South  
Southwark Council

Tel: [REDACTED]

From: [REDACTED] [peckhamcoalline.org](mailto:[REDACTED]@peckhamcoalline.org) <[REDACTED]@peckhamcoalline.org>

Sent: Thursday, May 13, 2021 1:52 PM

To: [REDACTED] <[REDACTED]@london.gov.uk>

Cc: [REDACTED] [peckhamcoalline.org](mailto:[REDACTED]@peckhamcoalline.org); [REDACTED] <[REDACTED]@southwark.gov.uk>

Subject: Re: comments as requested

Thanks for sharing this. I will be in touch with [REDACTED] and [REDACTED] and share some of this feedback - then arrange a time to chat with them next week.

Our conversation was useful to take stock of where we are with the community activation / engagement side of things and the needs now this next steps. So I am going to make some updates to the document that outlines this and share with you both for info.

Appreciate your consistent support and hear your time pressures/desire and ability to play a shadowing role but not more.

[REDACTED]  
On Thu, 13 May 2021 at 10:45, [REDACTED] <[REDACTED]@london.gov.uk> wrote:

Hi [REDACTED]

Good to catch up yesterday!

You asked us to provide some feedback points as per the conversation the three of us had; [REDACTED] and I have worked this through, see below:

*Feedback from yesterday's discussion on McGregor Coxall x Urban Symbiotics submission:*

*Approach*

- *Too much emphasis on developing new ideas and strategies, rather than developing the capital project that is core to the brief.*
- *Lack of structure underpinning the approach to the work plan required, scant evidence of a clear understanding of the critical path.*
- *Unclear what was proposed as initial phase, and subsequent phases – eg ideas such as pavilions, whilst perhaps useful to sketch out, are unlikely to be affordable in this budget, yet were described as part of a consultation process.*
- *The key stakeholders are clearly identifiable but were not acknowledged; and how they would be engaged with was insufficiently identified or addressed. Beyond owners, a number of potentially game-changing consents would be required.*

*Resources*

- *We weren't clear about the functions the people on the fee schedule are undertaking.*
- *Unclear who is leading on the technical aspects (the site specific issues, surveys to be commissioned; etc)*
- *Time allocated at the various stages didn't seem to make it clear the consultants recognised the work required*

*Engagement*

- *The primary engagement on this project is about delivering buy-in from stakeholders to the actual capital works, rather than a wider re-engagement in the concepts of the PCL.*
- *As a project in the public realm, a secondary - and no less important - engagement is with the whole community; meaning not only the "PCL-friendly", but all who are affected by the project. It was unclear how the consultant team will effectively fulfil this, to allow the project to be ready to proceed to the delivery phase.*
- *It is worth noting that some engagement activity is resourced already within PCL,*

*and this commission should enhance and complement this, not repeat or duplicate it.*

On resourcing more generally on the project, and in relation to this last point, I know back at the beginning of this the talk was about delivering this project hand in hand with moving the PCL on to its next phase organisationally. To that end, we agreed that some of the capital grant could be devoted to PCL resourcing to develop and act as a client to this construction project. It's perhaps a good moment to point out that, whilst we are gunning for you, (and [REDACTED] in particular aims to smooth it through Southwark's processes as best she can), neither of us unfortunately have the capacity available to do more than shadow and provide background support the delivery of the project you have funding for.

Bearing this in mind, yesterday we touched on clarifying the engagement activity that [REDACTED] will carry out for the fee assigned, and it would be great to confirm this and the other client side resource, whilst of course ensuring this dovetails with what it is envisaged consultants will be commissioned to do.

I hope that is not too long winded! Fundamentally I do think there is the need to ensure the capacity the PCL has for delivering this next stage is recognised, clearly thought through, and set out. As without it, the task you are asking the consultants to carry out will remain slightly unclear.

Thanks

[REDACTED]

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[REDACTED]

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**From:** [REDACTED]  
**Sent:** 28 April 2021 10:34  
**To:** [REDACTED]  
**Subject:** RE: PCL Bidwell Interviews - Wed 28th Apr

Yes, I'd agree . But neither seem particularly addressing the requirements of project delivery, they sound more like peckham coal line members rather than competent consultants ...

---

**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 28 April 2021 10:30  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: PCL Bidwell Interviews - Wed 28th Apr

[REDACTED]

McGregor Coxall was the better video and there were some clues that they would be able to deliver on the promise of co-design. Quite funny the guy not knowing it was green the other side of the wall. Not keen on Nimtim painted streets, that put me off so be keen to hear what other options for public art might be. I'm sure you will do this but it would be good also to explore with both teams how they could design a space that was flexible and could be used by different people in different ways at different times.

Cheers

[REDACTED]

[REDACTED]  
Area Manager (South London)  
Regeneration  
Greater London Authority

[REDACTED] [london.gov.uk](mailto:[REDACTED]@london.gov.uk)

[REDACTED]

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**From:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Sent:** 28 April 2021 10:03  
**To:** [REDACTED] <[REDACTED]@london.gov.uk>  
**Subject:** RE: PCL Bidwell Interviews - Wed 28th Apr

Video 1:nimtim - <https://youtu.be/TQImXhUd-b0>

Video 2:McGregor Coxall x Urban Symbiotics - <https://youtu.be/bRhGZtMKs6E>