

EARLY
ACTIVATION
PROGRAMME

WILLESDEN
JUNCTION
STATION

SPECIFICATION BRIEF
FINAL VERSION - 10.12.2018



Figure 1 - Station Approach

1- Objective

The OPDC has secured £500,000 in capital funding through the Good Growth Fund to deliver a series of quick-win public realm and biodiversity improvements around Willesden Junction Station. An initial scoping exercise has identified a series of potential projects, some of which OPDC would now like to deliver within the next 2 years.

The principal objective of these short-term improvement works is to deliver more immediate tangible benefits for existing communities ahead of the wider long-term planned regeneration and development of Old Oak and Park Royal. This is achieved through:

- Enhancing the station's position as a gateway to both Old Oak and Harlesden Town centre.
- Highlighting and communicating the process of change and renewal underway.
- Revealing and celebrating local heritage to enhance local pride and identity.
- Mitigating hostile and unwelcoming environments.

OPDC is procuring a design team for the detailed design development of these public realm improvement projects.

2- Background & context

The Old Oak and Park Royal Development Corporation (OPDC) was established by the Mayor of London to oversee the development and regeneration of the Old Oak and Park Royal area. This is one of London's largest regeneration projects and is important for the future of London, providing many of the homes and jobs Londoners need. Over the next 30+ years, 25,500 new homes will be developed, and 65,000 new jobs will be generated. These developments are the result of significant investment in the area by the Elizabeth line (formerly Crossrail) and High Speed 2 (HS2), with the new Old Oak Common superhub station opening in 2026. OPDC is the Local Planning Authority for the area.

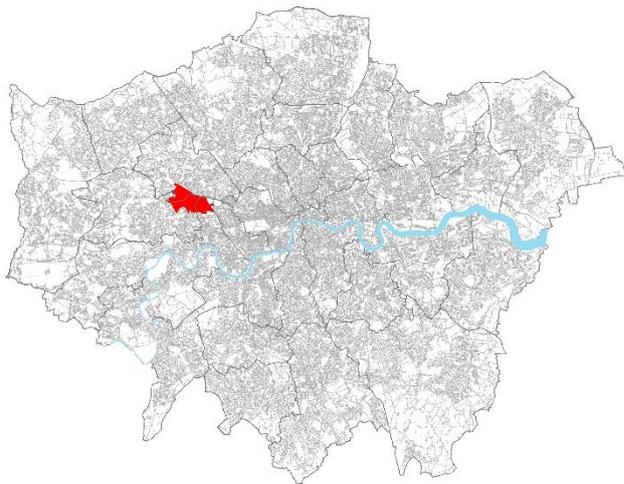


Figure 2 – Situation of the OPDC area within London

The wider OPDC area covers approximately 650 hectares in inner north-west London and is predominantly industrial in nature, with some small residential communities housing around 4,000 residents. It crosses the three London boroughs of Brent, Ealing and Hammersmith & Fulham. It has been an important centre for UK industry and manufacturing since the early 20th century, providing employment to many of the first-generation immigrant populations in the neighbouring areas.

The area has important ecological and heritage assets including the Grand Union Canal and Wormwood Scrubs.

Park Royal, the western part of the OPDC area, is the largest industrial area in London. It has been home to the design and manufacturing of some iconic products and brands: the Routemaster Bus, Brompton Bikes, McVitie's, Heinz and Rolls Royce to name but a few. An amazing one-third of all food consumed by Londoners still comes from Park Royal, supplying 3.1 million meals every year. Of the 2,300+ businesses in Park Royal, almost a third are in the creative industries. This little-known, highly-productive part of London is loyal to that heritage and continues to provide a home for new ideas, industry and products, as well as over 35,000 jobs. The area and its direct surroundings are home to a vibrant and diverse community, which is exemplified in the diversity of products produced, from Lebanese, Chinese, Japanese and Caribbean foods, to oriental carpets. In the future, Park Royal will remain a major industrial employment site, benefiting from investment focusing on providing better facilities for businesses and increased employment opportunities in the area.

Old Oak, the eastern part of the OPDC area, is bounded to the north by Willesden Junction and to the south by Wormwood Scrubs. It is currently largely occupied by industrial uses and railway infrastructure. This area will see significant changes over the coming decades. A new part of London will be in the making around a new major transportation hub at Old Oak Common, including HS2 and Elizabeth line services towards the North, Heathrow and into central London. Development of up to 24,000 homes and employment space for 65,000 jobs is expected to come forward over the next 30 years, along with new parks, retail facilities and social infrastructure. The first development phase will come forward in the northern half of the area, with Willesden Junction station providing a key transport link for the residents of the first 10,000 new homes to be built in the area.

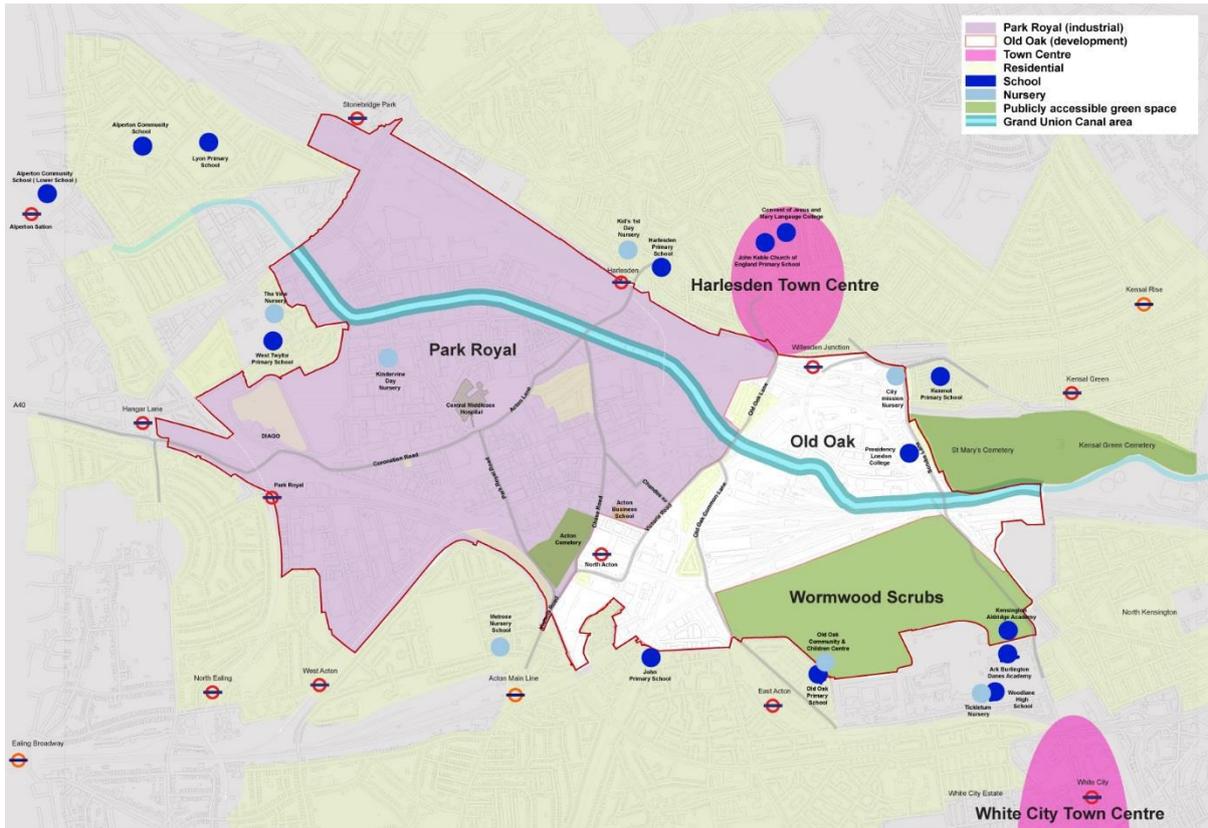


Figure 3 – The OPDC area and its surrounding context.

3- Early delivery approach

OPDC has put in place a phased approach to deliver the development and regeneration of the Old Oak and Park Royal areas. The first phase of projects will be delivered within the next 3 years through the Early Activation Initiative.

Early Activation initiative

The Early Activation initiative is a suite of immediate term, light touch public realm focussed projects aiming to deliver tangible benefits for existing communities ahead of the long-term planned regeneration and development of Old Oak and Park Royal. It enables OPDC to deliver improvements and pilot initiatives within locations where it is possible to accelerate delivery, primarily around the ‘edges’ of the core development area of Old Oak North. A key aim is to provide confidence to local communities and stakeholders that OPDC are bringing forward the regeneration of Old Oak and Park Royal.

The overarching objectives of the Early Activation initiative are:

- To create immediate benefits for local communities from the public investment and regeneration in Old Oak and Park Royal by improving physical links, open spaces and community infrastructure.
- To establish a strong identity and profile for Old Oak and Park Royal further afield to attract high calibre organisations and investors who will deliver the vision.
- To pilot activities and local initiatives that could grow with the regeneration of the area and potentially occupy space in new developments.

The masterplanning workstream has identified a series of sites suitable for Early Activation projects focusing on three strategic areas: Willesden Junction Station and Scrubs Lane, Park Royal centre, and the Grand Union Canal.

OPDC has secured capital funding through the GLA's Good Growth Fund for the delivery of a first series of projects around Willesden Junction Station and along Scrubs Lane. Approximately £500,000 is specified within the grant agreement to deliver public realm, landscape and wayfinding interventions around Willesden Junction Station.

Great Place Scheme

This ambitious three-year cultural programme is currently being developed with local people, businesses and organisations, to uncover, connect and showcase the culture, creativity and heritage of London's largest and most vibrant industrial areas, Park Royal and play an authentic role in shaping the future regeneration in Old Oak.

OPDC has appointed Create London, an arts charity, to help shape the Great Place Scheme over the next three years. They are working with OPDC and with local stakeholders to help select the artists who will be involved in the programme, and to support them to deliver outstanding projects which actively engage the many people living and working in the area.

Projects will include arts activities as well as a major annual art commission, a small grants scheme and a range of limited edition products made through collaborations between local manufacturers and artists.

The Great Place Scheme provides match funding towards artist and design commissions for the Early Activation initiative.

4- Willesden Junction station – early activation

Willesden Junction station today

Willesden Junction Station is a key transport hub in the area, serving the wider Harlesden and Old Oak area. It sits at the 'front door' of Old Oak North which will see the first 10,000 homes and employment spaces delivered over the next 5-15 years. Construction of the first mixed-used developments in the area has already begun, with the delivery of 600 new homes on the Oaklands site.

The station's surroundings and access routes are currently very inhospitable and hostile for pedestrians and suffer from degraded public realm. They feel unsafe and are unwelcoming. Triggered by the anticipated regeneration and development programmed for Old Oak, TfL and other stakeholders are currently evaluating several scenarios for the delivery of a significant station upgrade. Given the timescales required for major rail infrastructure improvements, any changes to the station will not be realised in the short term.

There is an immediate opportunity, however, to start implementing short term projects to improve the character and identity of the public realm of the Station approaches. These improvements will benefit existing and new communities and businesses, and will kick-start the revitalisation of Willesden Junction by acting as a tangible demonstration of the vision held by OPDC and local boroughs for this area years before significant redevelopment and improvements to the station can begin.

Early Activation opportunities

Initial scoping work has identified a series of potential "quick win" projects focusing on the routes into, and out of, Willesden Junction Station. The primary focus of these projects is the east-west walking route connecting Harrow Road to Station approach, and the public spaces along this route. The objective is to make these spaces meaningful and pleasant linkages between the station and the surrounding neighbourhoods, making use of existing heritage and biodiversity assets, and introducing new features including seating areas and public art to improve the functionality, appeal, identity and legibility of these linkages.

Three types of projects are proposed (see Appendix A for initial project impressions):

1. Physical improvements to the of the public realm, including:
 - New and improved seating areas with bespoke benches and shelter.
 - Wayfinding both bespoke and Legible London, as well as bespoke community noticeboards or place-based branding opportunities.
 - Rationalisation of street furniture, such as bike shelters and fences.
 - Meanwhile and pop-up uses.
2. Public art commissions, including:
 - Graphic features on surfaces such as bridges, walls and pedestrian crossings
 - Public art commissions around the station and on heritage buildings.
3. Biodiversity and greening improvements, including:
 - Community gardening.
 - Back of pavement greening.
 - Lineside greening between the tracks.

There is an opportunity to include interventions such as Hostile Vehicle Mitigation measures initiated by key stakeholders

Delivery strategy

The Willesden Junction Early Activation initiative is to be delivered on site in several phases between now and early 2021.

- **Delivery phase 1: Detailed design development**
The detailed design development will establish the overarching public realm approach and public art strategy, and detailed designs and costings of all interventions. Artist briefs and contractor briefs are produced to commission the physical delivery of the projects on-site.
- **Delivery phase 2: Artist commissions**
The design and delivery of public artworks will be commissioned as soon as the overarching public art strategy and ensuing artist briefs have been agreed. The artist commissions will be supported by Create London through the OPDC Great Place Scheme.
- **Delivery phase 3: Capital projects & biodiversity improvements**
The capital projects and biodiversity improvements are delivered once planning permission and other approvals have been secured.

The delivery is managed by OPDC in collaboration with key stakeholders (see section 7).

The current tender is to commission a design practice for the detailed design development of the Willesden Junction Early Activation projects, including the development of artist and contractor briefs, secure planning permissions, and to advise OPDC and other stakeholders during the delivery of the projects on site.

5- Scope of Requirements

OPDC is looking to procure design consultants with a strong track record of public realm design to develop and deliver detailed designs for the public realm surrounding Willesden Junction Station, integrating meanwhile uses and artist commissions. The team will build on the project scope and sketch designs (RIBA 1) to progress the proposals to stage RIBA 5. They will be required to engage with local community and stakeholders, and produce detailed designs, costings and project delivery briefs for each of the interventions. The team will also be required to incorporate a public art strategy and engage with

artists and designers commissioned by OPDC or others during the technical design stage and physical delivery phase of the projects on the ground.

The commission includes the following stages:

STAGE 1: Refining the emerging public realm vision (RIBA 2)

The project documentation to date comprises a series of concept designs and project ideas to improve the public realm and user experience around Willesden Junction Station. These initial ideas have been presented to the local community and key stakeholders, who have made their comments and recommendations. The key objective of this stage is to integrate these initial ideas and feedback into a coherent vision for the station's public realm, and to clearly identify and prioritise the key objectives and outcomes for each of the emerging projects.

The output of this stage is a detailed public realm masterplan for Willesden Junction Station with clearly identified and prioritised projects.

This stage is anticipated to include the following activities:

- Review, prioritisation and refinement of the concept ideas incorporating community and stakeholder feedback.
- Development of an overarching approach for the project area's public realm and green spaces.
- Project breakdown and definition of the key objectives and design priorities for each project.
- Preparation for and presentation to OPDC's Community and Place Review Panels.
- Preparation and facilitation of community & stakeholder workshops.
- Preparing relevant communication and presentation material for OPDC.

STAGE 2: Detailed design development (RIBA 3)

The detailed design development takes into consideration the recommendations from the stakeholder workshop and Community and Design Review. As the physical delivery of the projects on the ground will require planning permission, the key objective of this stage is to gain planning permission and stakeholder approvals, as well as drafting detailed briefs for public art commissions.

The outputs of this stage are detailed designs and costings for every project, agreed artist briefs and planning applications. OPDC will proceed to commission artists to deliver the first series of public art interventions on-site.

This stage is anticipated to include the following activities:

- Detailed design development for each project.
- Detailed costing and delivery approach for each project.
- Preparation of artist briefs for public art commissions.
- At least one design workshop with local community stakeholders.
- Prepare and facilitate community & stakeholder workshops, and obtain approvals from Network rail and Arriva Rail London.
- Prepare and submit planning applications and liaise with relevant DM teams until permission has been obtained.
- Preparing relevant communication and presentation material for OPDC.

STAGE 3: Contractor procurement (RIBA 4)

Once stakeholder approvals and planning permissions have been secured, OPDC will proceed to procure contractors and manufacturers to deliver the projects on the ground.

The key role for the appointed consultants at this stage is to develop the specification and tender drawings for contractor procurement.

This stage is anticipated to include the following activities:

- Finalising the detailed technical designs, costing and phasing.
- Drafting tender documents for contractors and fabricators.
- Evaluating tender bids.
- Preparing relevant communication and presentation material for OPDC.

STAGE 4: Technical advice during the delivery of projects (RIBA 5)

The physical delivery on the ground of the majority of the projects will be managed by OPDC, and others, including Network Rail. The design consultants may occasionally be required to advise OPDC and Network Rail to ensure the delivery of the projects is of the highest quality and reflects the design specifications outlined in the artist and procurement briefs.

This stage is anticipated to include the following activities:

- Engaging with artists and contractors during the delivery of the projects.
- Advising OPDC and Network Rail on the delivery of selected projects.
- Preparing relevant communication and presentation material.

Additional Ad Hoc Services

OPDC may require additional services during the period of contract. Pricing is not required for this task however the consultant should note future costs shall not exceed the rates proposed in the ITT response and final contract. Confirmation of this is required within the ITT response.

Special requirements

The OPDC is invested in building positive relationships with local communities through several community engagement workstreams. These include, but are not limited to, the Great Place Scheme, the Local Plan consultation, and a Community Review Group.

Throughout this commission the consultants are expected to engage positively with local community and stakeholders by means of:

- A series of community workshops to allow local community to validate design directions and generate buy-in and ownership of the projects. Ideally these tie in with existing engagement work and through the Great Place Scheme. This process can be facilitated by the OPDC.
- The OPDC has set up a Community Review Group (CRG), made up of local community representatives, and Place Review Panel (PRP), made up of built environment professionals. Both panels advise OPDC on proposed planning and development schemes. The Willesden Junction Station projects are expected to be reviewed by both the Community Review Group and Place Review Panel at an early stage, and before developing final detailed designs.
- The Early Activation initiative is part of OPDC's overarching "In The Making" programme. The final projects will have to incorporate the In The Making brand identity and design guidance where necessary.

6- Project area

The core area of the Willesden Junction early activation projects focusses on two key linkages between the station and its immediate surroundings:

1. Station Approach, the western station access from Station Road.
2. Harrow Link, the eastern station access from Harrow Road.

A wider area of influence will need to take into consideration the connections into Harlesden Town centre, and down Old Oak Lane into the Old Oak area.



Figure 4 – Key routes leading into and out of Willesden Junction Station.

7- Governance

Stakeholders

- OPDC, Mayoral Development Corporation and Local Planning Authority for the area.
- Network Rail, owner of the station and railway infrastructure and surrounding grounds.
- Arriva Rail London, leaseholder of the station and some of the surrounding land.
- Transport for London, operator of the Overground and tube services at Willesden Junction Station.
- Greater London Authority, principal funder of the Willesden junction Station Early Activation projects.
- London Boroughs of Brent and Hammersmith & Fulham, local authorities.

Client team

OPDC is the client for this work. The main point of contact will be an OPDC Project Manager supported by a Senior Design Officer. As needed, the project team may be assisted by representatives from Arriva Rail London, Network Rail, Transport for London and the Greater London Authority, and the London Boroughs of Brent, Ealing and Hammersmith & Fulham.

It is anticipated that there will be fortnightly project meetings with the OPDC project team. It may also be beneficial to incorporate client workshops and site visits into the programme to explore key issues in more detail. The proposed programme within your submission should include proposals for key project milestones.

Working group

An internal working group will ensure the coordination with other OPDC teams and workstreams. This will include representatives from OPDC teams: planning, transportation, sustainability, design, technical project management, and the Great Place Scheme. The consultants will be asked to report on the progress to an internal working group.

Stakeholder group

A stakeholder group will provide feedback and input at key milestones, and involve representatives from OPDC, the GLA, Network Rail, Arriva Rail London, TfL, and the London Boroughs of Brent, Ealing and Hammersmith & Fulham. The consultants may be requested to present the progress of the work to the stakeholder group.

Willesden Junction Steering Group

The Willesden Junction Steering Group meets every 3 months and is made up of all senior representatives from stakeholders involved in the overall regeneration of the station and its surroundings, including Network Rail, TfL, Arriva London, DoT, and the boroughs of Brent and Hammersmith & Fulham. The consultants may be requested to present the progress of the work to this group.

8- Programme and milestones

The Willesden Junction station early activation project needs to be fully implemented by March 2021. OPDC requires the consultant to start the work in January 2019, and complete stages 1 through 3 by August 2019. The timing of stage 4 is subject to the planning process.

A summary of the proposed timescales is set out below:

Milestone	Date
Procurement launch *	12 December 2018
Site visit (not compulsory)	19 December 2018 at 10.00
Supplier Clarification Questions	21 December 2018
Deadline for receipt of tender	22 January 2019 at 16.00
Interview	31 January 2019
Award Subject to Contract	4 February 2019
Consultants inception	7 February 2019
First stakeholder meeting	February 2019
Design Review	March 2019
Community workshop	May 2019
Final outputs artist commissions	June 2019
Public art commissions launch	June 2019
Draft outputs capital works	June 2019
Second stakeholder meeting	July 2019
Final outputs and materials	August 2019
Submission of planning applications & consent requests	September 2019
Handover to OPDC technical delivery team	September 2019
Contractor tender	November 2019
Delivery of individual projects	February – December 2020

* See section 2 of the Invitation to Tender document for a detailed procurement timetable.

9- Relevant studies and background documents

- OPDC – Early Activation Programme
- OPDC - [Good Growth Fund](#)
- OPDC - [Great Place Scheme](#)
- OPDC - [Local Plan](#)
- OPDC - [Local Plan supporting studies](#)
- OPDC – [Socio Economic Baseline study](#)
- TfL – [Small change, big impact](#)

10- Procurement process and evaluation

Budget

The total budget for the Willesden Junction early activation initiative is £690,000 + VAT. This includes all costs related to the delivery of capital projects, designer fees and artist commissions, and admin fees.

OPDC will not pay any costs associated with producing a Tender or incurred in any subsequent discussions or clarifications, regardless of whether that Tender is successful or not.

Submission requirements

A submission in response to this invitation shall be referred to hereafter as the 'Tender' and the organisation making such submission shall be referred to as the 'Tenderer'.

OPDC would welcome a proposal illustrating your approach to delivering the outputs outlined above. The technical submission should not exceed 12 A4-pages (excluding CVs). This must include:

Technical Submission:

- Proposed methodology and approach.
- A visual representation or *moodboard* of your reading of the Willesden Junction station area.
- Evidence of relevant knowledge and experience – 3 relevant projects from the past 5 years.

Supporting Information:

- An outline of the proposed work programme and milestones (week by week activities and resource schedule indicating when the outputs will be delivered and the number of hours for each stage).
- Team organisation chart (including key client point of contact)
- Succinct CV's for all members of the consultant team and their roles on this project.
- Acceptance to Contract for Services Agreement and Contract Data Terms and Conditions

Commercial submission:

- Fee proposal, with a fixed budget and broken down by each of the four tasks and team member(s).
- Day rates for each member of the team for Stage 4 and other ad hoc tasks.

Required disciplines

OPDC is seeking to appoint a landscape-led urban design team incorporating the following disciplines:

- Public realm design
- Landscape design (including biodiversity)
- Quantity Survey
- Project Management
- Engineering (civil/structural)
- Skills and experience relevant for integrating public art commissions, drafting artist briefs, and public engagement.

Tenderers are welcome to partner with other organisations if they feel that they can provide the expertise required to complete the project. Full details of how the partnership would work (governance etc.) should be provided in the Tender Submission.

Tenderers should also confirm that their team have sufficient time available to complete this work within the required timescales.

Site visit

A site visit will be organised for all interested tenderers on 19 December 2018 at 10.00.

Criteria for evaluating tenders

A small panel will assess the Tenders. The Tenders will be scored according to the following assessment criteria:

Technical Proposal Evaluation: 80% and Pass/Fail	
Evaluation Criteria	Weighting
1. Approach This should demonstrate your understanding of the brief, approach and methodology to the project, including the specific opportunities it presents and the challenges that will need to be overcome. This must include: <ul style="list-style-type: none">• An outline of the approach and methodology you intend to implement (2 A4, single-sided). The methodology should detail the work stages and the approach to working with artist commissions and engaging with local community throughout the design process, and in particular how your work would be inclusive of the diverse makeup of the wider project area. Where possible refer to previous experience provided as part of this submission.• A visual representation or moodboard of your reading of the area (1 A4, single-side, colour). These should not be early proposals, but rather your preliminary visual analysis of the study area's assets as a starting point for the design work to take shape.• One reference of a project or "best practice" that is not your own (2 A4, single sided, colour). The best practice should be relevant to the brief and to working on publicly funded projects and support the proposed approach and methodology and be duly commented.	30%
2. Experience & quality of resource This should outline any relevant experience of similar projects and programmes and include descriptions of your experience of developing design-driven placemaking strategies. The description should include explanations of each reference's relevance to this brief and the people in the proposed team who delivered them. This must include: <ul style="list-style-type: none">• A reference guide of three previous projects relevant to the current tender (3 A4, single side, colour). The references should be relevant to the brief and support the proposed approach and methodology and be duly commented	30%

<ul style="list-style-type: none"> An overview of the project team, each members' role within the proposed project team, and notable previous projects (max. 3 A4, single-side; no full CV's please). 	
<u>3. Resources</u> This should illustrate how you intend to deliver the approach and method outlined in this submission. This must include:	20%
<ul style="list-style-type: none"> A full resource schedule (in person and days, broken down by role) for the full programme. Please use the form in Attachment 2 Pricing Schedule. 	
<u>4. Conflicts of Interest</u> Provide details of actual or potential Conflicts of Interest and if so how would they be mitigated.	Pass / Fail
The minimum technical threshold of 40 must be achieved to move on to the second stage of evaluation which is the commercials. OPDC will not shortlist a bidder that scores less than 40 out of the available 80.	
All of the above must be tailored to the specific brief outlined in the Specification and not include generic text or examples that are not directly related to the brief, required experience and skills.	

Commercial Proposal Evaluation: 20% and Pass/Fail	
Evaluation Criteria	Weighting
<u>1. Price</u> A fixed fee proposal including a total cost and breakdown of costs (by task, time allocations per person and day rates) Please complete the Pricing Schedule	20%
<u>2. Acceptance to Contract for Services Agreement and Contract Data Terms and Conditions</u>	Pass / Fail
All of the above must be tailored to the specific brief outlined in the Specification and not include generic text or examples that are not directly related to the brief, required experience and skills.	

Indicative procurement timescales

12 December	Issue date
19 December	Site visit (not compulsory)
22 January	Deadline to submit proposals (4pm)
24 January	Shortlisting & formal interview invitation
31 January	Candidate interview (see below for more information)
7 February	Site visit & inception meeting

Interview & evaluation

The three candidates with the highest score above the technical threshold will be invited for an interview on 31 January 2019 between 10.00 and 13.00.

The interview panel will be chaired by OPDC's Head of Design, and composed as follows:

- Principal Urban Designer, OPDC
- Great Place Scheme Manager, OPDC
- Principal Project Officer, GLA
- Representative (tbc), Network Rail
- Head of Infrastructure and Facilities (tbc), Arriva Rail London

11- Appendices

- A. Willesden Junction Station Early Activation programme: initial project impressions