



## Cabinet Member Report

<b>Decision Maker:</b>	Cabinet Member for Climate Action, Regeneration and Renters
<b>Title:</b>	Lisson Grove Programme (LGP) – Multi-Discipline Consultant Team (MDCT) Appointment
<b>Date:</b>	5 September 2022
<b>Classification:</b>	For General Release but that the Appendices, be declared as exempt from publication as (i) it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, (ii) it contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings under paragraph 5 of Schedule 12A of the Local Government Act 1972; (iii) and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
<b>Wards Affected:</b>	Church Street
<b>Policy Context:</b>	The proposed redevelopment of Lilestone Street and Orchardson Street is in line with the new administration's ambitions for Westminster. A transparent process will be demonstrated as part of a continuous engagement strategy with the community, residents, and key stakeholders. Detailed consultations have been held and the opportunity to co-locate key services across the Council and health will be fully explored as part of the process.
<b>Key Decision:</b>	Yes, due to significant expenditure
<b>Financial Summary:</b>	The Lisson Grove Programme has an approved General Fund budget allocation of £224m which was agreed by full Council in March 2022. This report is requesting approval to enter into contract and incur expenditure for a range of professional services. The total value of the contracts is up to £9.581m but with authority to spend up to £624k to complete the initial Feasibility Stage, prior to returning to

the Cabinet Member in consultation with Capital Review Group (CRG) to seek approval to spend a further £1.457m under the contracts up to the submission of the Outline Business Case Part 2 for the project.

**Report of:** Debbie Jackson, Executive Director, Growth, Planning and Housing

## 1. Executive Summary

- 1.1. The Lisson Grove Programme forms part of the Church Street Regeneration Area which is one of Westminster City Council's most important and significant Regeneration Areas. It is underpinned by both the 2011 Futures Plan and more recently by the 2017 Church Street Masterplan.
- 1.2. The Lisson Grove Programme consists of two Masterplan regeneration sites, Lilestone Street and Orchardson Street and comprises of 3 major strategic projects:
  - **Lilestone Street** – Identified to deliver (i) 112 new homes, (ii) a Health and Wellbeing Hub (Hub) and Council offices.
  - **Orchardson Street** – (iii) Identified to deliver 148 new homes and commercial and retail to the ground floor at this premium canal side site following relocation of the existing Council Services.
- 1.3. The Lisson Grove Programme provides a unique opportunity for the Council to:
  - Maximise the opportunity to deliver new housing
  - Replace the existing Lisson Grove Council office which is an inflexible design at the end of its economic life
  - Reduce the cost of Council services by replacing the current office with a more efficient, sustainable and potentially smaller building
  - Improve the quality and accessibility of Council services by creating a flexible, Health & Wellbeing Hub
  - Encourage modern ways of working and collaborative use of space to optimise the Council's Corporate Estate
  - Explore opportunities to optimise revenue, reducing expenditure and increasing external income
  - Respond to COVID-19 implications including future office requirements, ways of working and economic stability
  - Build co-operative partnerships ensuring a co-ordinated approach to the operation of community infrastructure and services

- Potential to release additional sites for redevelopment via optimisation of the wider Corporate Estate
- 1.4. In June 2019 the Cabinet Member for Property, Finance and Regeneration approved the Preferred Way Forward (PWF) including Option 3, Full Redevelopment of Gayhurst House and 6-12 Lilestone Street as part of the wider redevelopment of the Lisson Grove Programme and to acquire all interests in line with the Councils Policy for Leaseholders in Renewal Areas.
  - 1.5. In March 2020 Capital Review Group endorsed the OBC Part 1 based on the emerging design and updated the total budget allocation for the Lisson Grove Programme totalling £224.024m (excluding acquisitions). This was then reflected within the 2021/22 Capital Budget agreed by Council in March 2021.
  - 1.6. Further to OBC Part 1 an updated procurement brief has been prepared for the scheme and a rigorous and competitive procurement exercise has been undertaken to support the Council's vision for the scheme. The Architect, PM and Cost Consultant tendered services have received endorsement from the Executive Director and the Council's Commercial Gate Review Board (CGRB), the papers of which are appended to this report (Appendix C, D and E).
  - 1.7. Subject to approval of this report, officers will progress the appointment of the above contracts (see 1.1) and MDCT detailed in Appendix A and draw down necessary specialist and technical resources to progress the Feasibility Stage and return to the Capital Review Group with the emerging accommodation requirements in Spring 2023 prior to commencing the updated Concept Design development, Viability, Cost Plan and Soft Market Testing and consultation ahead of submission of the OBC Part 2 in Autumn 2023.

## 2. Recommendations

- 2.1. Officers seek approval from the Cabinet Member for Climate Action, Regeneration and Renters to:
  - i. Approve that the Appendices be exempt from publication under Section 100 (A) (4) and Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) as it contains information which should be exempt from publication in that it contains information relating to the business and financial affairs of the authority and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings under paragraph 5 of Schedule 12A of the Local Government Act 1972; and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information
  - ii. Approval to enter into contracts for professional services up to a value of £9.581m for Professional and Development Management Fees to carry out design development.
  - iii. This includes appointment of the following:
    - a. Levitt Bernstein Associates as Architect (contract value £2.953m)
    - b. Arcadis LLP as Project Manager (contract value £2.720m)
    - c. Ward Williams Associates as Cost Consultant (£964k)

- d. Other Professional Services (including contract awards) totalling £2.944m to be approved by the Executive Director of Growth, Planning & Housing (GPH) under delegated authority. Where the Constitution does not allow for the Cabinet member to delegate authority (namely for the award of Consultancy contracts with a value greater than £300,000) approval for the expenditure of that element of the £2.944m remains with the Cabinet Member and will be sought from the Cabinet Member.
- iv. Approve the initial expenditure of £624k to progress the Feasibility Stage. This includes expenditure of £397k against these professional services contracts and £227k for internal staff costs and project contingency.
- v. To note further expected expenditure under these professional services contracts of £1.457m to complete the OBC Part 2 subject to CRG endorsement and Cabinet Member approval of an agreed outcome of the Feasibility Stage.
- vi. To note that the balance of expenditure under these contracts (totalling £7.727m) will come forward for approval once OBC Part 2 is concluded in Autumn 2023.

### **3. Reasons for Decision**

- 3.1.** The reason for the recommendation is to secure fees and appoint the design team to enable design development to be progressed and produce OBC Part 2 in Autumn 2023.
- 3.2.** A Feasibility Stage is proposed to produce a range of costed options for existing and external services that are affordable, deliverable and meet local needs. The options will be informed by the Councils post covid operational service requirements and emerging design guidance. The Feasibility Stage consists of:
  - Phase 1 – Develop outline options
  - Phase 2 – Develop shortlist of options
  - Phase 3 – Optimisation of the options
- 3.3.** The Feasibility Stage options framework consists of developing a defined set of options for each of the potential core elements of the Hub ranging from 'no provision' through to 'provision of all complimentary services' alongside a 'do nothing' option for comparison. The range of options will be developed during Feasibility Stage - Phase 1 in consultation with the services and informed by the Councils post covid office review.
- 3.4.** The Lisson Grove Programme provides an exciting opportunity to deliver a significant number of new homes across both sites and to explore the possibility for an exemplar Learning, Health and Wellbeing Hub (Hub) at Lilestone Street.
- 3.5.** The potential healthcare opportunity for the Hub will consider strategic health provision and ensure the offer complements existing and forthcoming healthcare infrastructure, such as St Mary's Hospital and the Imperial College Community Hub. A strategic needs lead approach will inform the potential provision of healthcare facilities in the proposed Health & Wellbeing Hub, to be developed during the Feasibility Stage.

**3.6.** Providing good quality homes will act as the bedrock of a vibrant community, in line with the new Administration's ambitions. The potential overarching aims and objectives of the project which will be tested through the feasibility stage are:

- Scope for modern, fit for purpose and efficient WCC office space, subject to a review of the overall office portfolio.
- Provide flexible, accessible and affordable community space.
- Explore potential Healthcare facilities that meet the current and future needs of the community within the regeneration area; to provide efficient and enhanced services through co-location and effective use of dedicated and shared space.
- Reduce the Council's operation, maintenance and running costs.
- Deliver new and improved high-quality homes of all tenures.
- Increase employment activity and economic growth in the area.
- Create safer, better-connected neighbourhoods.
- Replace existing commercial and residential stock with cleaner, greener and more sustainable buildings fit for the future which respond to the Climate Emergency Declaration and the Councils target to achieve net zero emissions.

**3.7.** In order to support the Feasibility Stage, the following core MDCT consultants are required to provide technical and specialist support:

- Architect
- Project Manager
- Cost Consultant
- Elements of the VCSE, Community, Viability and Commercial Consultant services

**3.8.** The core MDCT will provide technical support including best practice and emerging technical guidance in respect of:

- Education, Healthcare and Council Service design
- Covid implications including future ways of working and office fit out
- Advise on accessibility, safeguarding and security considerations particularly with regard to vulnerable and disabled users
- Co-ordinate the Hub Working Groups
- Minimise the total Hub accommodation requirement
- Prepare justified, dedicated space requirements
- Identify and extract shared spaces and propose opportunities for optimisation
- Update community infrastructure proposals based on the emerging accommodation offer and Community Space Strategy
- Ensure flexibility of space and effective service integration

## **4. Background Including Policy Context**

- 4.1.** The proposed redevelopment of Lilestone Street and Orchardson Street is in line with the new administration's ambitions for Westminster. A transparent process will be demonstrated as part of a continuous engagement strategy with the community, residents, and key stakeholders. Detailed consultations have been held and the opportunity to co-locate key services across the Council and health will be fully explored as part of the process.
- 4.2.** The proposed redevelopment of Lilestone Street and Orchardson Street is in line with the new administration's ambitions for Westminster. A transparent process will be demonstrated as part of a continuous engagement strategy with the community, residents, and key stakeholders. Detailed consultations have been held and the opportunity to co-locate key services across the Council and health will be fully explored as part of the process.
- 4.3.** Delivery of a Learning, Health and Wellbeing Hub will provide the community with better access to more intelligent collaborative service delivery of council and health functions. Through the community space offer it presents the opportunity to encourage a more preventative approach via link working, self-help, group-care, social prescribing and social interaction. The project will aim to maximise delivery of new and improved high-quality homes of all tenures across both development sites, with a particular focus on tackling the demand for social and affordable housing.
- 4.4.** Any future renewal will be replacing existing Council and residential assets with more efficient, sustainable buildings fit for the future which respond to the Climate Emergency Declaration and the Councils target to achieve net zero emissions.
- 4.5.** The project will provide access to sector leading Council and potentially healthcare services. The Health & Wellbeing Hub will improve economic prospects of residents, local businesses and enterprise through the collaborative provision of education and employment services in one of Westminster's most deprived wards.
- 4.6.** The project will continue to embrace an approach towards a transparent and extensive level of community engagement to ensure residents have their say over plans for their local area.

## **5. Procurement**

- 5.1.** At OBC Part 1 in March 2020, the decision was made to update the brief and procure a new Multi-Discipline Consultant Team (MDCT) to carry out a Design Review, update the Concept Design and return to the Cabinet Member for OBC Part 2 prior to progressing RIBA Stage 3 detailed design development.
- 5.2.** Following OBC Part 1 a significant Procurement Exercise was undertaken in line with the constitution and the Public Contract Regulations 2015 over a c.12-month period. Further to recent clarifications, tendering parties have agreed to the following:
  - To extend their tenders until September 2022
  - A soft start over a 3-month period in order to unlock some of the early challenges, ahead of mobilisation of the full service

It should be noted that additional costs may be incurred or potentially the tender process may need to be re-run in part, or whole if mobilisation of the service takes place later than September 2022.

**5.3.** The table below summarises the core services procured as part of the re-procurement exercise, along with their respective routes to market:

<b>Service</b>	<b>Route to Market</b>
Architect	Dynamic Purchasing System (DPS) Lot K Mixed-Use Architect
Project Manager including MEP Engineer, Daylight Sunlight and Rights of Light Consultant, Transport Consultant, Fire Consultant, Acoustic Consultant	NHS Construction Services Framework Lot 12 (Ancillary Services)
Cost Consultant	NHS Construction Services Framework Lot 4 (Quantity Surveyor)
Planning Consultant	DPS Lot L Mixed Use Multi-Disciplinary

**5.4.** Ancillary Services including Building Management Strategy Consultant, Commercial Consultant and Investment Viability Consultant will be procured via request for quotation process in accordance with Procurement Code.

**5.5.** For each of the tenders undertaken, the Evaluation Strategy was based on the Most Economically Advantageous Tender made up of Quality 60% and Price 40%

**5.6.** As part of the procurement strategy for the Architect, it was agreed that subject to the number of bids received, the 5 top scoring suppliers would be shortlisted for virtual interviews. The interview process was used to provide further confidence and assurance on the written submission and to clarify points that were raised.

**5.7.** For all tenders, the Council sought the option to extend the contracts by a further 5 years to ensure that Westminster City Council has the flexibility within the contract to have the service for the full duration of the programme to 2030, in the event the services are required when the Delivery Strategy is developed and a route to market is identified that requires client-side monitoring during the construction phase.

**5.8.** All specialisms tendered as part of the procurement exercise were procured utilising a single Brief for consistency and completeness with scopes specialised according to the discipline. For each tender:

- Pricing is based on a fixed fee, milestone delivery over a 9-month design programme to OBC Part 2
- Tendered prices are broken down and identify each project (Lilestone Street Hub, Lilestone Street Residential & Orchardson Street) RIBA Stage, discipline and specialism
- The Council has reserved the right to terminate any or all projects with 14 days' notice at its sole discretion

- 5.9.** The procurement exercise was undertaken during the COVID-19 pandemic, a period of economic uncertainty. The tenders received have achieved exceptional value for money. The core services within the professional team (Architect, PM, Cost and Planning Consultant) are below budget representing a potential saving of £2.1m.
- 5.10.** The Architect, PM and Cost Consultant tendered services have received endorsement from the Executive Director and the Council's Commercial Gate Review Board (CGRB), the papers of which are appended to this report (Appendix C, D and E). The CGRB endorsements were received as per the following dates:
- **Architect** – Endorsed by CGRB on the 11<sup>th</sup> May 2021, subject to minor amends. Actions have been closed and as such is fully endorsed
  - **Project Manager** – Endorsed by CGRB on the 11<sup>th</sup> May 2021, subject to minor amends. Actions have been closed and as such is fully endorsed
  - **Cost Consultant** – Endorsed by CGRB on the 22<sup>nd</sup> December 2020
- 5.11.** The tender process positively promoted Responsible Procurement and Diversity & Inclusion. Tenderers were required to develop meaningful offers and were evaluated on their commitment to Diversity & Inclusion both at organisational and project team level to ensure alignment with the Council's principles and connection to the community. The successful tenders have put forward proposals which include diverse and inclusive project teams, in some instances including professionals that are residents of Church Street, alongside a variety of Responsible Procurement commitments including access to potentially life changing, career making opportunities.

## **6. Programme**

- 6.1.** In order to unlock key challenges and agree the way forward for the Hub accommodation brief, a Feasibility Stage is proposed with a soft start to the professional services team. The programme sets out the key milestones through to OBC Part 2, including member decision making checkpoints (see Appendix B).
- 6.2.** Following approval to appoint the new professional team, the project team will seek to progress the Feasibility which includes:
- Initiate Feasibility Stage Working Groups in key areas including Council Services, Adult Education and Healthcare
  - Co-ordinate data gathering and preparation of agreed assumptions
  - Develop outline accommodation principles including relocation proposals and dedicated and shared space opportunities

The outputs and key findings from the Feasibility Stage will be presented to the Cabinet Member in Spring 2023 prior to progressing design development and updating the Concept Design and business case ahead of submission of Part 2 of the OBC in Autumn 2023.



## **7. Financial Implications**

- 7.1.** The Lisson Grove Programme has an approved General Fund budget allocation of £224m as part of the 2021/22 Capital Budget approved by full Council in March 2021.
- 7.2.** This report is requesting approval to enter contract and incur expenditure for a range of professional services for the project. The total contract value is up to £9.581m. However authority to spend is limited to up to £397k against these contracts plus a further £227k for internal staff costs and contingency to complete the Feasibility Stage. The balance of £1.457m of the OBC Part 2 professional services expenditure is subject to Cabinet Member and CRG endorsement of an agreed outcome of the Feasibility Stage.
- 7.3.** The feasibility stage will be split into three phases with indicative estimated costs; develop outline options (£204k), develop shortlist of options (£214k) and optimisation of options (£205k). The Feasibility Stage expenditure is a maximum figure that enables the development of a framework of options for each of the potential core elements of the Hub including Council services, education, community and healthcare. The Feasibility Stage expenditure allows full support, however where elements are further developed or where not required expenditure will not be drawn down.
- 7.4.** It should be noted that the total expenditure incurred to date (period 4) is £4.1m. Approval of feasibility expenditure of £624k will bring total spend on the scheme up to £4.7m. Any additional authority to spend would be subject to further approvals from the CM as part of the approval of the OBC (Part 2) for the project.
- 7.5.** Please note the acquisition budget of £11.6m was approved in June 2019 of which approximately £6m has been spend up to period 4 of 2022-23.
- 7.6.** A rigorous procurement process has been undertaken to appoint the Multi-Disciplinary team for the project. There is sufficient scheme budget allocation to support the approval to enter into contract with Levitt Bernstein Associates Ltd as Architect (£2.953m) and Arcadis LLP as Project Manager (£2.720m) and Ward Williams Associates as Cost Consultant (£964k). Authority to enter contract for the remaining professional services totalling £2.944m will be made under existing delegated authority to the Director of Growth, Planning & Housing (GPH).
- 7.7.** Please refer Appendix A for detailed financial implications.

## **8. Legal Implications**

- 8.1.** The Council has a general power of competence under section 1 of the Localism Act 2011. This is the power to do anything an individual can do provided it is not prohibited by other legislation.
- 8.2.** The Council has the power under section 111 of the Local Government Act 1972 to do anything which is calculated to facilitate or is conducive or incidental to the discharge of its functions.
- 8.3.** In accordance with the Council's Constitution, the relevant Cabinet Member may approve expenditure commitments and contract awards over £1.5m on Capital Schemes. Subject to Consultancy Agreements valued at £300,000 or more, the

Executive Director has delegated authority to approve contract awards up the value of £1.5m and in consultation with CRG may approve expenditure commitments of up to £1.5m on capital schemes.

**8.4.** Cabinet Member approval is required for all Consultancy Agreements valued at £300,000 or more in accordance with their Terms of Reference.

**8.5.** Whenever the Council procures services over certain financial thresholds, it must comply with its Procurement Code and the Public Contracts Regulations 2015 (PCR's), unless an exemption is available.

**8.6.** With regards to the three named contracts:

- Levitt Bernstein Associates as Architect to cover the core services RIBA Stage 2-4, with an option to extend for up to 5 years to cover RIBA 5-7 (total contract value £2.953m)
- Arcadis LLP as Project Manager to cover the core services RIBA Stage 2-4, with an option to extend for up to 5 years to cover RIBA 5-7 (total contract value £2.720m)
- Ward Williams Associates as Cost Consultant to cover the core services RIBA Stage 2-4, with an option to extend for up to 5 years to cover RIBA 5-7 (total contract value £964k)

they are all above the relevant PCR threshold value and accordingly the full implications of the PCR's apply to these contracts, and those detailed in Appendix A with a value over £213,477.

**8.7.** The award of the three contracts listed has been endorsed by CGRB and based on the contents of these reports and the endorsements, these contracts have been procured compliantly.

**8.8.** Legal input should be sought where necessary for contract engrossment and execution. Where the value of the contract exceeds £175,000 the contracts should be executed by way of deed.

**8.9.** Contract award notices should be issued in accordance with the Council's Procurement Code and the PCR's.

**8.10.** Further legal implications are provided at Appendix A.

## **9. Carbon Impact**

**9.1.** The Lisson Grove Programme will propose a high performing sustainable development that seeks to minimise the Carbon Impact in line with the Council's commitment to becoming a carbon neutral Council by 2030 and carbon neutral City by 2040. The updated Concept Design development will explore sustainable and Modern Methods of Construction (MMC) and non-fossil fuel hot water, heating and cooling strategies alongside incorporating energy efficiency measures and renewable energy generation. The existing buildings are at the end of their economic life and are extremely inefficient. A Carbon Impact Assessment will be prepared as part of the updated Concept Design to support the Outline Business Case Part 2 decision.

## 10. Equalities Impact Assessment

**10.1.** In the decision to enter into contracts for professional services up to a value of £9.581m for Professional and Development Management Fees to carry out design development in relation to the Lisson Grove Programme, the Council must pay due regard to its Public Sector Equality Duty (PSED), as set out in Section 149 of the Equalities Act 2010 (the 2010 Act). The PSED provides that a public authority must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the 2010 Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

**10.2.** The development of the sites will be designed to address the needs of a wide range of people. Across development schemes there are always likely to be a range of outcomes, some of which will be negative for some people; however, the development aspiration aims to maximise the positives for many people and for a longer period. An Equalities Impact Assessment (EQIA) is required to ensure that any detriment experienced by residents is not a result of their protected characteristic.

**10.3.** Consideration will be given to future recommendations and, if they go ahead, whether it is possible to mitigate any adverse impact on a protected group, or to take steps to promote equality of opportunity by, for example, treating an affected group more favourably.

**10.4.** Officers are mindful of this duty in making the recommendations in this Report. An EQIA will be updated throughout the progress of the project and incorporated into the contract management processes to ensure compliance with statutory duties, considering the impact on those with protected characteristics and how the design development, along with consultation with the community, will take these into account.

## 11. Consultation

**11.1.** As the Lisson Grove Programme forms part of the wider Church Street Regeneration area, an extensive level of community engagement has been undertaken as the design has progressed from initial feasibility to concept design. The key consultations are summarised below:

- **Priorities Consultation** – Following the approval of the Church Street Masterplan, Westminster City Council returned to the local community in late 2018 to re-establish the key themes set out within the Masterplan via the Priorities Consultation. The consultation concluded that in line with the

Masterplan consultation, the community's preference was the following order of priorities:

1. Homes
  2. Health & Wellbeing
  3. Market and Economy
  4. Connectivity
- **Options Consultation** – Further to the Priorities Consultation, an extensive Options consultation took place in spring 2019 with the residents located at Lilestone Street and the wider Church Street Community. As part of this, a series of public workshops were held with feedback from the consultation informing the emerging designs.
  - **Preferred Way Forward** – The above consultations led to the Preferred Way Forward Decision and selection of a full redevelopment option for both the Lilestone Street and Orchardson Street sites in June 2019.
  - **Public Workshops** – Further to the PWF decision, a series of public workshops were held in Summer 2019 presenting the emerging design and responding to key issues raised during the Options Consultation. The emerging design has since been developed to draft Concept, RIBA Stage 2 in order to support OBC Part 1.

**11.2.** The table below summarises the key decisions and consultations which have taken place over the course of the programme up to the current stage.

Item	Date	Status
Futures Plan	2011-15	✓
Church Street Masterplan	2017	✓
Health & Wellbeing Centres Task Group Initiative	2018	✓
Priorities Consultation	2018	✓
Connecting Libraries	March 2019	✓
Options Consultation	Spring 2019	✓
Preferred Way Forward	June 2019	✓
Public Engagement on the Emerging Designs	Summer 2019	✓
Concept Design Development	-	✓
Westminster City for All Vision and Strategy 2020/21	February 2020	✓
OBC Part 1	March 2020	✓

**11.3.** In preparing this report, officers have consulted with the ward Councillors for Church Street. A summary of the report has been provided and a briefing has taken place. The Ward Cllrs had no further comments in relation to the report, however it was noted and agreed that progress updates would be provided through the regular Church Street ward Cllr briefing meetings, additionally further engagement would be sought as part of the stakeholder / partner network mapping for the Health and Well-being Hub.

**11.4.** Over the next stages of the project our approach to engagement and consultation will be to:

- Engage the existing residents of the local community at Lilestone Street and Orchardson Street including existing estate residents directly impacted by the development, through a resident working group. A radius around the developments will be established to keep those residents well informed and provide the platform to engage.
- Engage and consult with key stakeholders in the wider Church Street area as part of a Church Street Network Group/Design working group. An extensive stakeholder mapping approach will be used to ensure we are speaking to key Residents Associations, Community group leaders and other stakeholder networks in the Church Street area.
- The development of an engagement and co-design programme for the Lilestone Street, Orchardson Street and Health and Well-being Hub developments. The MDCT will work with the Council to lead a series of public design workshops. The design workshops will enable stakeholders including residents to develop a clear brief that will inform design development and the use of and functionality of the Hub. The workshops will cover key themes such as community spaces, public realm and landscaping. The programme will demonstrate areas residents can influence proposals and upskill stakeholders where design development and in-use operation is informed by strategic objectives, policy, guidance and legislation e.g. climate response or statutory housing standards.
- Ensure that residents who are not able to attend design workshops are kept informed and able to provide feedback through regular communications and a range of media including the Church Street newsletter and Church Street website.

## **12. Next Steps**

**12.1.** Over the next few months, WCC officers will progress the following items on the Lisson Grove Programme:

- Appoint the Multi-Discipline Consultant Team (MDCT)
- Progress a soft start with core professional services to support the Feasibility Stage consisting of:
  - Stage 1 – Develop outline options
  - Stage 2 – Develop shortlisted options
  - Stage 3 – Optimisation of the options
- Initiate the Hub Working Groups and co-ordinate data gathering to establish agreed assumptions informed by the Councils post covid operational service requirements, best practice and emerging design guidance
- Return to the Cabinet Member in Spring 2023 with the key findings, options and recommendations for endorsement

- 12.2.** Subject to endorsement from Members, Officers will then progress the updated Concept Design and return to the Cabinet Member with an Outline Business Case Part 2 in Autumn 2023.

**If you have any queries about this Report or wish to inspect any of the Background Papers including details of appointments including the Multi-Discipline Consultant Team, please contact:**

Setareh Neshati [sneshati@westminster.gov.uk](mailto:sneshati@westminster.gov.uk)

**APPENDICES (EXEMPT FROM PUBLICATION)**

**Appendix A – Lisson Grove Programme – MDCT Procurement Financial & Legal Implications**

**Appendix B – Lisson Grove Programme – OBC Part 2 Milestone Programme**

**Appendix C – Lisson Grove Programme – CGRB Architect Report**


**Appendix D – Lisson Grove Programme – CGRB Project Manager Report**

**Appendix E – Lisson Grove Programme – CGRB Cost Consultant Report**

For completion by the **Cabinet Member for Climate Action, Regeneration and Renters**

### **Declaration of Interest**

I have **<no interest to declare / to declare an interest>** in respect of this report


Signed:  Date: 05/09/2022

NAME: **Councillor Matt Noble**

State nature of interest if any .....

(N.B: If you have an interest you should seek advice as to whether it is appropriate to make a decision in relation to this matter)

For the reasons set out above, I agree the recommendation(s) in the report entitled Lisson Grove Programme (LGP) – Multi-Discipline Consultant Team (MDCT) Appointment.

  
**Signed** .....

**Cabinet Member for Climate Action, Regeneration and Renters**

05/09/2022

Date .....

If you have any additional comment which you would want actioned in connection with your decision you should discuss this with the report author and then set out your comment below before the report and this pro-forma is returned to the Secretariat for processing.

Additional comment:

.....

If you do not wish to approve the recommendations, or wish to make an alternative decision, it is important that you consult the report author, the Director of Law, City Treasurer and, if there are resources implications, the Director of People Services (or their representatives) so that (1) you can be made aware of any further relevant considerations that you should take into account before making the decision and (2) your reasons for the decision can be properly identified and recorded, as required by law.

**Note to Cabinet Member:** Your decision will now be published and copied to the Members of the relevant Policy & Scrutiny Committee. If the decision falls within the criteria for call-in,

it will not be implemented until five working days have elapsed from publication to allow the Policy and Scrutiny Committee to decide whether it wishes to call the matter in.