

Connecting Queens Road to Bidwell Street: Developing the Peckham Coal Line

**Design brief for tender
Feb 2021**

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Executive Summary

The Peckham Coal Line (PCL) is an exciting community-led project to connect Peckham's neighbourhoods via a new linear park linking Queens Road Peckham with Rye Lane. This new public green space weaves together a network of paths and platforms that follow the existing railway line.

The Peckham Coal Line, in collaboration with the London Borough of Southwark (the Council), and the Greater London Authority (GLA), is seeking to appoint a team of urban designers with landscape architecture experience to develop designs for a stretch of the Peckham Coal Line between Queens Road Peckham and Bidwell Street. We're looking for a highly capable design team who can put local people at the heart of the design and delivery process, and turn an ambitious vision into reality. The ability to reconcile the technical, spatial, and character and engagement aspects of this brief is also vital to realise the scheme. The scheme should be of significant quality and design excellence and improve the existing public realm.

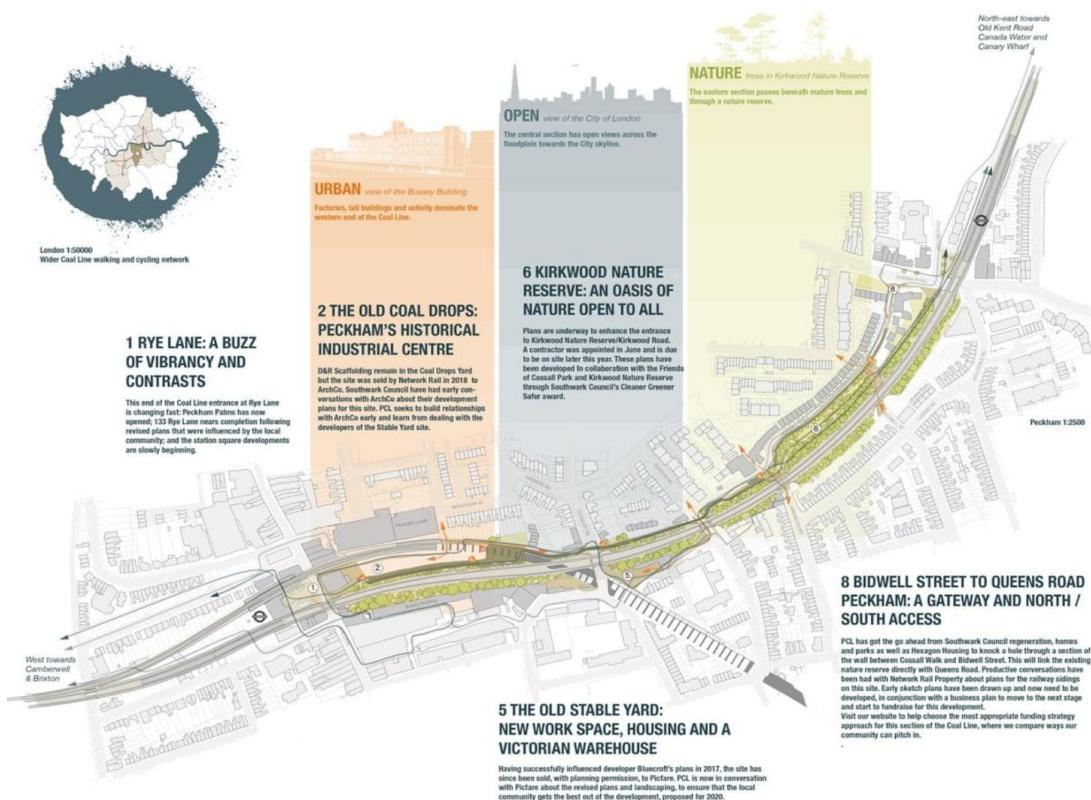
The Peckham Coal Line are adopting a community-led approach to a major infrastructure project. We are seeking to work with firm/s excited to be part of the next chapter of the PCL story and who share the project's aspirations and values and who are excited to collaborate on shaping this journey and approach.

1: Background to the Peckham Coal Line

The Peckham Coal Line is being developed by and designed in partnership with the local community. This means that a major piece of London infrastructure is being grown from the bottom up. And because the local community is involved in both its design and delivery, the Coal Line will be something for the people of Peckham to cultivate a sense of ownership and be proud of.

The six primary objectives of the overall PCL project, as identified through a crowdfunded feasibility study, are:

1. to **improve connectivity**, including walking and cycling links;
2. to highlight and **celebrate heritage**;
3. to socially **connect different communities** around a shared ambition and to create the spaces to facilitate this;
4. to **green the city** through new planting and natural landscapes;
5. to improve the conditions for **innovation and enterprise** by identifying and opening up new business possibilities;
6. to **improve health and wellbeing**, encouraging healthy, active travel routes to school and work, and to provide a place to slow down and connect with nature.



The Peckham Coal Line started as a provocation in 2014 and developed into the project it is today following an enormous amount of energy and enthusiasm from the local

community. A crowdfunded feasibility study for the route was completed and launched in June 2018. This has demonstrated that the Peckham Coal Line is a feasible project, proven to act as a catalyst of social and physical connection. In addition to an overall, viable business case, the study identified at least £16million of economic benefits. The study identified that the nature of the project lends itself to staged delivery as its seven different development sites and associated resources become available. A summary of activity between 2018-19 can be found here.

The Friends of the Peckham Coal Line (FPCL) are looking to develop one of the first sites along the route, running between Queen's Road and Bidwell Street. This is an opportunity to create and connect a key section of a new park that incorporates the wider vision and intention of the whole route.

This commission and community tender process is looking to find a practice or consortium who will work in collaboration with FPCL and the local community to design and deliver the opening up of Bidwell Street and its connection to Queen's Road.

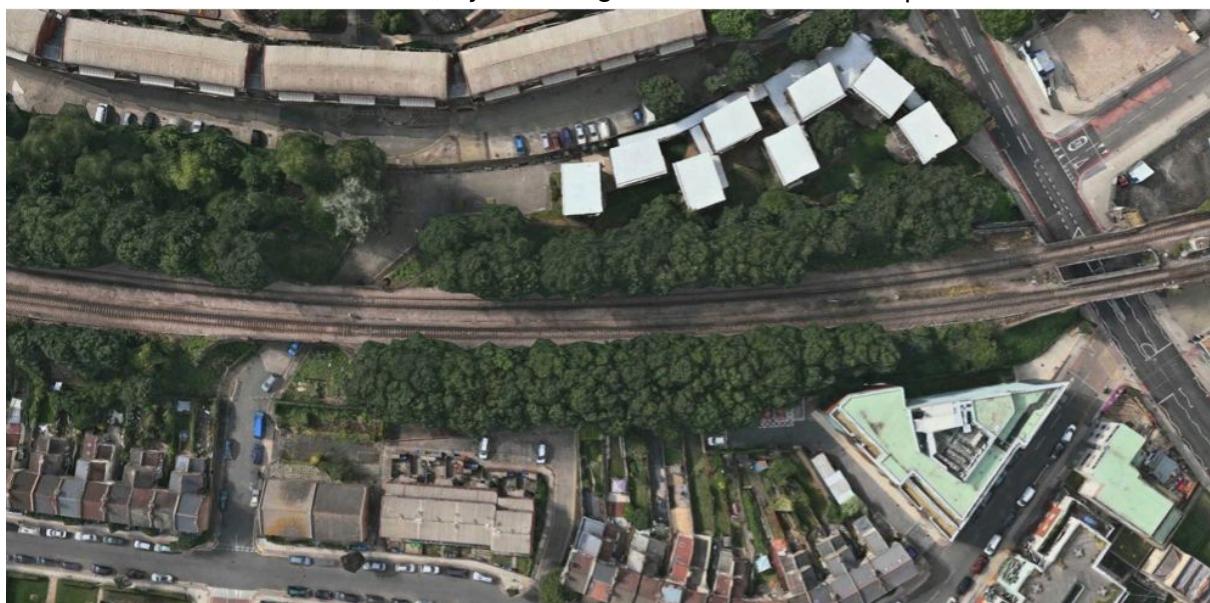
We seek to appoint landscape architects and urban designers with the experience and expertise to support the translation of the community vision into reality.

This includes taking the project from RIBA Stage 2, developing the existing concept designs, through planning and up to RIBA Stage 5, including producing developed costed designs and technical construction drawings.

The PCL team will be working in collaboration with the appointed firm/s and the local community, as well as continuing to work on the wider vision for the project and other sites in parallel to this, notably the Stable Yard.

Context

This first section of the PCL aims to connect and extend the existing underused Kirkwood Nature Reserve to Queen's Road, by removing a concrete wall to reopen this ancient street.



Aerial view of the site today

The site is surrounded by housing of all tenures. Bidwell Street is currently a dead-end street with no passive surveillance. It feels unsafe, and antisocial behaviour (fly-tipping, illegal parking, street drinking, drug dealing and sex work) takes place in this area. Previous PCL interventions temporarily improved this but were soon vandalised.

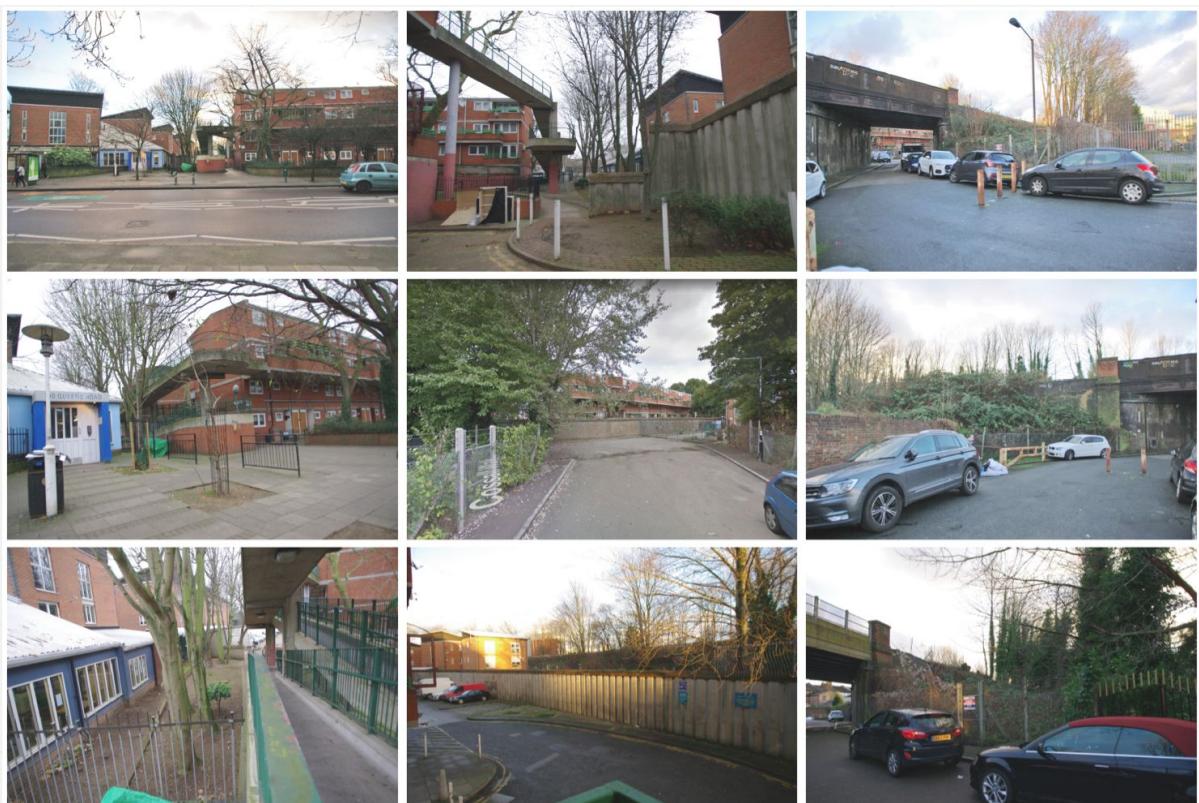
Initial concept designs (to RIBA Stage 2) exist for this site, along with written agreement from key landowners and stakeholders to take the idea to the next stage - including Southwark Council and Hexagon Housing Association (see appendix map showing landowners). Note, the scheme is adjacent to Network Rail (NR) land, so NR will need to be informed of the plans, but the proposed work for this stage won't take place on NR land.

Principal proposed scheme intentions

1. To better connect Kirkwood Nature Reserve with Queen's Road.
2. To create a presence on Queen's Road, improve public awareness of the Nature Reserve and PCL and allow better access to green space.
3. To create new green infrastructure and areas of planting to encourage wildlife.
4. To improve north-south and east-west connections.
5. To provide an accessible walking & cycling route between Bidwell Street and Cossall Walk.
6. To unlock future potential community assets.
7. To celebrate and highlight existing industrial heritage.

8. To create a safer environment with less antisocial behaviour.
9. To unlock access to potential future community / commercial spaces.

The proposed scheme includes the creation of 1200m² of new or improved public space which could include: ramps, railings, permeable resurfacing, trees, rain gardens or sustainable drainage systems, community art, ecology improvements, natural fitness routes, and lighting. Subsequent stages of the project (beyond this scope of works) could see the creation of 240m² of new commercial space and public amenity.



Images of the site today

The work will build on previous work undertaken locally on Queen's Road: shopfront improvements; creating the station plaza and improving the area around the station, including refurbishing and opening derelict arches, cleaning brickwork, bridge painting and lighting; as well as works inside the station. It should also complement the local Cleaner Greener Safer projects at the Kirkwood Road end of the Nature Reserve, Cossall Estate artwork, and the upcoming plans to improve Cossall Park.

2: Scope of work

The FPCL are seeking to commission a multidisciplinary team or collaboration between consultants to progress the PCL to the essential next steps of:

1: Design and development work

2: Produce phased and costed packages of work to bring forward as and when funds become available

This commission is underpinned by the following scope of activities, that delivers the plans taken from RIBA Stage 2 up to RIBA Stage 5. The intention will be that this will take us into the subsequent stage[s] of the project, where Southwark Council will oversee the delivery and subsequent maintenance of the construction work.

1. Design and development work

RIBA Stage 3

Purpose of this stage:

- To realise the aspirations for the first site of the PCL route, encapsulating the wider vision for the whole project as set out in the PCL Feasibility Study.
- To promote active dialogue, engagement and feedback with local people and interest groups to evolve the ideas, as well as institutional stakeholders. Advice from these groups should be sought as appropriate to inform key decisions throughout the process.
- To refine and develop the design options for the public realm.

Key activities include:

The design process and outputs should include but not be limited to the following elements:

- Further resident and stakeholder consultation: this will include delivering at least two engagement activities; reaching out to work with local people from marginalised groups; and at least 14 hours for liaison with these groups.
(Note: this will build on existing PCL engagement activities.)
- Completed surveys as required e.g. topographical and structural surveys (a budget of £12,000 in addition to the fee has been allocated for this).
- To prepare for and undertake 2 x 30 minute presentations to stakeholders.
- Developed detailed designs.
- Technical designs to be approved by Southwark Council and Hexagon Housing Association.
- Chosen designs should be phased so they can be delivered as and when funding becomes available, following an identified critical path. Initial designs should comprise works costed at £90,000.

Outcomes:

Recommended design options and staging for the site: including detailed design options for the public realm and possible future commercial spaces on the site, and also

recommendations for operations and phasing of implementation.

2: Costings, detailed plans and permissions

RIBA Stage 4-5

Purpose of this stage:

- Produce phased and costed packages of work to bring forward as and when funds become available.

Key activities include:

- Securing permissions and agreements with key stakeholders. If required - undertaking pre-planning engagement.
- Outlining a forward plan that is fully costed, including the order of costs, and developing proposals.
- Securing agreement for ongoing management and maintenance of this site.
- Submitting scheme to Planning (including producing documents and drawings as necessary and including all associated planning fees).

Outcomes

1. Detailed plans

Detailed plans for the site (to RIBA Stage 5) with preferred options identified, and costing and timeline for delivery. This will include detailed drawings, relevant surveys, plans and cost schedule.

2. Stakeholder agreements

Technical designs approved by Southwark and Hexagon, including land access agreements needed for the next stages to start.

Throughout the process

It is critical to the project that:

- The appointed firm/s should review and build on the existing full Peckham Coal Line Feasibility Study and early concepts and ambitions for the Bidwell Street site.
- The concept designs should be developed further with significant input from local stakeholders, transparency and ongoing dialogue with the public, including those who live nearby, key interest groups and those who have donated to the crowdfunding campaign.
- The appointed firm/s will engage local people throughout the process, and seek advice from them on key decisions, as appropriate.
- All designs and specifications must adhere to the [Southwark Streetscape Design Manual](#) (SSDM) and be approved by landowners and those responsible for the ongoing maintenance.
- The appointed firm/s will demonstrate their understanding of how to reach out to marginalised local communities in the most innovative, inclusive and accessible ways possible within a Covid-safe environment. The scheme should reach people who may not already be involved with a community group and whose voice is not currently being heard.

- The project should embrace a proactive and inclusive approach to community engagement. There should be a clear list of objectives such as collaboration, trust building and inclusivity. The scheme should create a feeling of ownership by the local community, and become a place in which the whole community feels comfortable.
- The appointed firm/s should work collaboratively with FPCL as well as key stakeholders and landowners, including Southwark Council, throughout the process. They should be able to adapt to the changing situation and work context.
- The appointed firm/s will have the capability to bring together the views of local people while balancing the complexity of the design challenges presented by the brief. This includes complementing planned and existing activities in the vicinity.

3. Budget

The budget for this commission is up to £25,000 (including VAT). Additional funds of up to £12,500 are assigned for survey work.

The funds to support this work come from a GLA development grant.

The money for the first phase of delivery works come from Southwark Council via a £100,000 Section 106 contribution.

Payments will be made upon successful delivery of key milestones against delivery of RIBA stages and permissions (including successful planning and Southwark Council permissions).

4. Collaboration principles, skills and expertise required

Collaborative principles

The Peckham Coal Line is a collaborative endeavour. It has come as far as it has through ongoing collaboration between many types of people and stakeholders. Through experience we have learnt that successful collaborations are ones that:

1. see personal relationships as the foundation
2. can be honest
3. recognise and cultivate healthy power dynamics
4. value diversity and different perspectives
5. are open to change
6. can be comfortable with the unknown
7. are flexible and adaptable
8. reflect and learn together
9. value the journey, not just the destination or outcome
10. are patient and recognise that change takes time.

We are looking to work with a team which shares these qualities of working, and/or is able to best channel this approach and energy into the design and delivery of this scheme.

Skills and expertise

We are looking for a multidisciplinary team, consultant or collaboration to work with the FPCL working group and wider stakeholders to realise the project. The successful consultant or firm will have proven experience of:

- collaborating with community groups, being able to demonstrate experience of integrating community participation and action into its work;
- understanding the sensitivities needed when working within a local community context, and the need to engage with and design for local people as a critical part of the process;
- taking innovative approaches to design with a willingness to think beyond what is known and possible today;
- being ambitious and pushing the boundaries of what community regeneration looks and feels like, while remaining realistic about standard ongoing maintenance needs;
- working within public realm design, with experience of working closely with local authorities and the GLA (desired);
- working within Peckham and with Southwark Council (desired).

The work will require a range of professional skills in order to define the issues that need to be understood and resolved to develop this part of the Peckham Coal Line to the next stage. This phase of this project requires the appointment of a technical team. It is anticipated that this will include the appointment of:

- Professional surveying services (to subcontract any outstanding surveys required).
- Other design disciplines: civil and structural engineering services.
- Cost consultant services.

5. Project governance

The appointed firm/collaboration of firms will be assigned a day-to-day contact from the FPCL. The experience of the full feasibility study suggests that we anticipate investing between 0.5-1 day a week to ensure continuity and in co-developing this work together.

FPCL will make final decisions. There will be a steering group of FPCL representatives, Southwark Council and the GLA, who will be working closely together to oversee this work. Informing the process will be engagement and communication with the local community, FPCL trustees and the key project stakeholders at relevant moments.

The intention is for FPCL to contract this design and build phase of work, while subsequent construction phases will be managed and overseen by Southwark Council. It is intended that the Southwark Council Highways team will oversee the maintenance of the future site.

There are a couple of specific considerations for the two stages of the work:

Phase 1: Design and development

The appointed firm/s will need to engage with key project stakeholders as part of the work. This includes the landowners, planners, partners and other stakeholders.
Up to 5 meetings should be assumed.

Phase 2: Costing, detailed plans and permissions

Approvals will be sought from Southwark Council and key landowners at this stage.
The appointed firm/s will need to engage with key project stakeholders as part of the work. This includes the landowners, planners, partners and other stakeholders.
Up to 5 x 1hour meetings should be assumed.

Throughout the project

Those we work with will also be accountable to the local community, who will expect regular updates, engagement opportunities and transparency about progress made.

The project requires close communication and interface work with:

- The local community
 - with support from FPCL in collaboration with South East Salon
- Southwark Council
 - link officer to provide conduit to officers in parks, housing, highways, planning, transport, regeneration, antisocial behaviour team, ecology and legal
- The GLA
- Hexagon Housing
- Network Rail (permissions may be required for the first phase of works to transport equipment to site under the bridge; future phases of works could entail cleaning brickwork under bridge but permissions will be sought as and when future phases are brought forward).

There are numerous stakeholders with whom the design team will be expected to engage, these can be grouped as follows:

- Local community groups and projects: including Friends of Cossall Park and Kirkwood Nature Reserve; Cossall Estate Tenants and Residents Association
- Immediate stakeholders and landowners: Southwark Council, Hexagon Housing
- Local residents and businesses in and around Queen's Road
- PCL supporters.

We expect the appointed firm/s to take a proactive approach to designing meaningful ways to engage with these different stakeholders, while remaining mindful of – and designing in response to – the systemic injustices and inequality that are present in the neighbourhood.

The FPCL has built strong relationships over the years with these groups, and anticipates supporting this process, through hosting a series of salons and activities run in collaboration with South East Salon.

Note: these activities are largely reliant on individuals with volumes of passion, commitment, ideas and goodwill in an unpaid capacity who have limited time.

6. Proposed timetable

We anticipate the project will be delivered against the draft programme below, however we are open to timelines proposed by firms bidding for the work:

Proposed project phases	
January 2021	Bidwell Street Salons to let the community know what is happening and start to generate ideas and a buzz
Early March 2021	Launch design tender and recruitment process
Mid March 2021	Event for those looking to tender, to hear more and ask questions - Friday 12th March 11am
End March 2021	Tenders returned - Monday 29th March 9am Shortlisting
Early April 2021	By 8th April shortlisted firms notified - and asked to develop a pitch to Peckham (short film of max 1-2mins to be shown at a public Salon event)
End April 2021	Public Salon to share pitches - between 24th-27th April Interviews Thursday 29th April End April - appoint design team
May - September 2021(tbc)	Design and development Costing, detailed plans and

	permissions	
2022 (tbc)	Delivery and Construction of Phase 1 On site construction work	

7. Tender requirements

To support the decision-making process, we want to understand how you can be a part of delivering this exciting, ambitious, challenging and rewarding project.

Tenders should comprise a written submission of between 5-10 single A4 pages, including appendices, encompassing:

1. An introduction/overview to the firm/proposed collaborative team.

This should include details of key people within the team proposed for this project; proposed consultants and services required to complete the stages; and the working style/culture of the team.

2. Your understanding of the brief and statement of why you are excited about this project, as well as why you are uniquely placed to do this work. This should include how you would engage with local people as part of the process.

3. A clear statement of the proposed methodology and timeline for delivering the outputs listed in the brief, and a description of the final product.

4. Evidence of relevant experience/skills, including your track record of delivering equivalent spaces, working with community groups and any key stakeholders, such as the GLA and Southwark Council (desired).

5. Demonstration of an understanding of the challenges and issues associated with this collaborative project.

6. A detailed fee proposal, including time allocations and invoicing structure.

Use the pricing schedule below to detail hourly rates, number of hours worked at each stage per level of staff, and make provision for community development time.

7. A declaration of any potential conflicts of interest.

8. Contact details for two referees.

Service	Fee	Days	Hourly Rate	Personnel (incl. seniority)
Total				

We actively encourage applicants led by marginalised groups – be that by race, age or gender – and/or South London-based firms and practices. We have invited a series of firms that have been recommended to us to bid for this work. The opportunity is open on the Peckham Coal Line website.

An online zoom briefing will be held for those interested in tendering for the work. It will take the form of an overview of the project and will offer an opportunity to ask questions. The session will be hosted by FPCL in collaboration with South East Salon on **Friday 12th March 2021 at 11am**. A recording will be made available for those who can't join the session. Please email team@peckhamcoalline.org if you plan to join the session.

Deadline for tender submissions: 9am GMT, Monday 29th March 2021.
Interviews and presentation from shortlisted firms proposed for Thursday 29th April 2021.

3-4 firms will be shortlisted and will be required to ‘pitch to the community’, in a maximum 2-minute video, with more information about the firm’s approach and initial ideas for how they would work. These will be shared as part of a public Salon event in April; questions and feedback from these will help to inform the selection process. An honorarium of £500 will be made available to each of the shortlisted firm/s to support this process.

The interview panel will include representatives from FPCL Trustees, Southwark Council, GLA and local residents. This group will take the final decision on appointment, but insights from the general public will be taken into consideration.

Submissions and all enquiries relating to this brief should be made to:
team@peckhamcoalline.org. Any queries raised will be answered in the session and made publicly available on our website www.peckhamcoalline.org to ensure transparency.

Selection criteria

Tenders will be evaluated on a number of criteria based on a quality and value-for-money ratio of 70:30. This will be done by way of a simple scoring system covering the following points:

- a) Satisfactory completion of the submission requirements and understanding of the brief/outputs (5%) ((a) and (d) criteria overlap)
- b) Ability to demonstrate effective community engagement (15%)
- c) Relevance and quality of skills in relation to previous work (20%)
- d) Ability to demonstrate an ambitious, innovative and place-based approach to the project (20%)
- e) Experience of, and ability to, deliver work on time and on budget (20%)
- f) Cost and value for money of the fee proposal (20%)

The selection criteria is included in the appendix below.

To support this process, public feedback on the pitch to the community will be used to inform the selection. This will take the form of an online Salon in April (exact date tbc), followed by the interview.

Appendix:

There is a huge volume of existing work that has been created as part of the PCL project to date. We want to ensure that this is used as the basis for plans for this particular site. Access to the full archive of images and files will be made available to the appointed firm.

I. Peckham Coal Line background

- The full feasibility study can be [viewed here](#)
- The feasibility summary document can be [found here](#) and a summary of activity from 2019 [here](#)

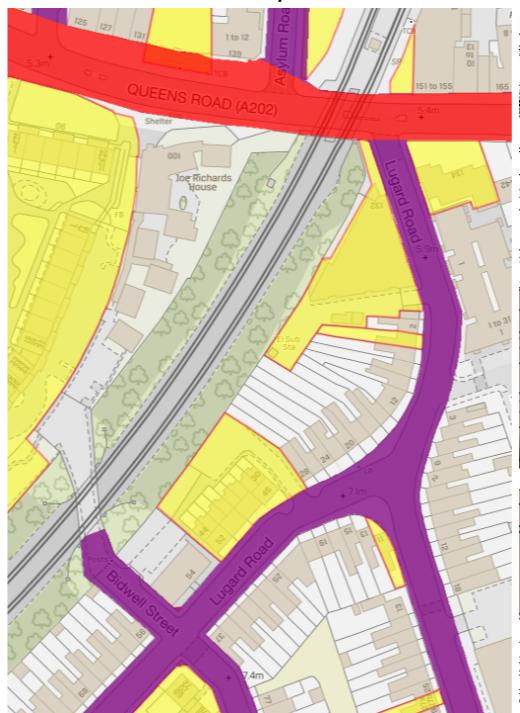
More detail can be found:

- www.peckhamcoalline.org
- www.spacehive.com/peckhamcoalline
- www.twitter.com/peckhamcoalline
- www.facebook.com/peckhamcoalline
- https://www.youtube.com/channel/UCYjbeOME2I_jfVUUH_UEH7w - including video highlights from the recent Bidwell Salons

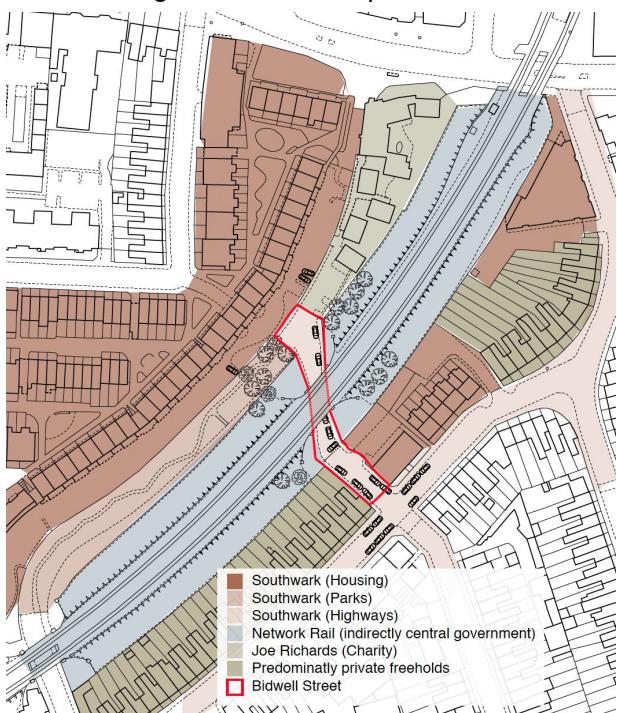
II. Bidwell Street assets

- We have created and curated a shared googledrive folder of [images](#) and assets for anyone looking to bid for the work to use and adapt. When using these, please credit FPCL as appropriate.
- A short video overview of the [Bidwell Street site](#)
- [Full fly through](#) video of PCL work, including early sketch concept of Bidwell Street - Queen's Road Peckham between 0.53 - 1.27m
- Land ownership maps as below:

Direct Land ownership



Surrounding Land ownership



Red = TfL

Purple = Southwark Highways

Yellow = Southwark Freehold

III. Intentions, Constraints and Assumptions

A number of key scheme intentions, constraints and assumptions have been identified as follows:

Scheme intentions:

Principle proposed scheme intentions

1. Better connecting Kirkwood Nature Reserve with Queens Road.
2. Create a presence on Queens Road - greater public awareness.
3. Create new areas of planting to encourage wildlife.
4. To improve north-south and east west connections.
5. To unlock future potential community assets.
6. To unlock the potential for future commercial spaces.
7. To celebrate and highlight existing industrial heritage.
8. To create a safer environment with less antisocial behaviour.



Site Plan
Bidwell Street



Early concept of the site / new space - for illustration, not necessarily to aim towards

Key Assumptions:

- The project will support and respond to the key benefits identified as part of the PCL wider scheme.
- It will build on the existing ideas, work and assets.
- It will be rooted in the local people and relationships in the area and support the development and thriving of the SE15 community.
- Capital works may be delivered by Southwark Council's term contractors.
- The delivery of the project will adhere to the [Southwark Streetscape Design Manual](#) (SSDM). Any departure from the SSDM will require prior approval from Southwark Highways.
- Southwark Council will assist with interaction with organisational stakeholders.
- FPCL in collaboration with South East Salon will support with community engagement, relationship building and experiments on site.
- FPCL will be in regular contact and work in collaboration with the appointed firm/s to ensure continuity with work that has come before and connection / coherence with the wider vision and ambition for the full PCL route.
- All firms will be required to have public liability insurance of at least £2 million.
- We expect all firms to be in adherence to London Living Wage, Safer Lorries Pledge and Safer Cycling Pledge; have the financial robustness of an organisation; and that the value of works must not exceed turnover.

Key constraints:

- In light of Covid we assume that until restrictions allow otherwise, engagement will largely have to happen online or in small groups.
- Designs will be formally reviewed by FPCL, Southwark Council and the GLA. Elements of these will be shared and tested with the community.
- All designs require approval from Southwark Council Highways.
- £12,500 has been set aside to cover costs for surveys (including topographical surveys, drainage surveys, arboricultural surveys etc).

IV. Glossary of terms

PCL - Peckham Coal Line

FPCL - Friends of the Peckham Coal Line

NR - Network Rail

GLA - Greater London Authority

SSDM - Southwark Streetscape Design Manual