

Waverley Park Collective

Liveable Streets: Concept Stage

Invitation to Tender for Design Services:

Project Specification

August
2020

About Waverley Park Collective

Waverley Park is a residential community of families, friends and neighbours in Shawlands, on the Southside of Glasgow. It's a great wee area full of helpful people and friendly characters.

The Waverley Park Collective is a constituted community group of residents working together to improve the community. We are not a residents association or a community council and we do not have a statutory function.

We are just a group that shares an aim: to create and maintain a safe, clean and welcoming environment by ensuring the streets are safe and attractive for all ages and abilities to live, learn, and move.

Our Objectives to achieve that Aim are to:

- Find a permanent solution to long-standing concerns regarding the volume and speed of traffic, and to enable more active travel;
- Make the streets and shared lanes feel safe and attractive;
- Deliver events and activities that strengthen community spirit; and
- Drive forward community improvements alongside key stakeholders.

<https://www.waverleyparkcollective.org>

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1. Document Overview

This document details the output specification for the Design Services required to deliver the Waverley Park Collective (WPC) Liveable Streets Concept Stage brief. It comprises:

- Summary of Services Required;
- Description of Services Required at the three Commission Stages;
- Project Governance and Reporting arrangements;
- Design Standards; and
- Timeline

1.1. Related documents

Related documents included to inform the specification for reference are:

- Project Description; and
- Places for Everyone Project Pack Category 2; and
- Tender Submission Requirements.

2. Summary of Services Required

2.1. Purpose of commission

The purpose of this commission is to produce a single preferred traffic management and street design concept that has broad community backing, the support of key stakeholders including the Project Board, and is deliverable within an identifiable timeframe.

2.2. Services required

The project will be completed in stages, namely:

- Stage 0 – Design Objectives Setting
- Stage 1 – Options Appraisal
- Stage 2 - Concept Design

This document sets out the minimum outcomes and outputs for each stage. The Consultant's tender return should clearly set out the methodology and programme based on these stages.

This specification should be read in conjunction with the Sustrans Places for Everyone Project Pack (see Appendix), which sets out deliverables required to progress to next stage funding.

The activities listed under each stage indicate those expected as the minimum required to deliver the project outputs and outcomes. The consultant will determine in its methodology the activities required to deliver the brief. The requirements of each stage are detailed below.

2.3. Third party surveys and audits

Tenderers should include within their tender response details of whether or not it is anticipated that technical surveys will be required during this commission.

To ensure a fair price assessment in areas where the scope of work is yet to be determined and is likely to be carried out by a third party, the cost of certain surveys **should not** be included in the tender price. However it would assist WPC if an approximate price for each survey were indicated, including any estimated management fee. Presentation of these prices will not constitute any form of agreement, but is requested purely to assist WPC in budgeting with the funder.

In the quality assessment we reserve the right to include appropriate identification of surveys as part of the methodology. However the quality of any proposed contractors will not be considered.

Surveys and audits to which this section applies includes the following:

- Traffic surveys - vehicle speed and volume;
- Vehicle parking surveys;
- Topographical survey (study area to be determined by consultant at project stage 2);
- HD19/15 Stage 1 Road Safety Audit on preferred design option (not required under HD19 but a funder requirement at project stage 2);
- Land ownership;
- Planning searches;
- Historic monuments;
- Environmental Impact Assessment (screening stage), including Preliminary Ecological Assessment.

This section does not apply to any other data collection specified in the Stage Outputs and Activities or that the tenderer considers a key element of its tender methodology.

3. Design Objectives Setting (Stage 0)

The minimum delivery requirements are outlined, but may not be limited to what is set out.

3.1. Outcomes

The headline outcomes required of Stage 0 are:

- All directly affected residents and identified stakeholders are aware of the project;
- A cross-sectional majority of directly affected residents have contributed to the development of the Design Objectives;
- Design Objectives have been agreed with stakeholders and validated by the community;
- Glasgow City Council's Neighbourhoods and Sustainability department has agreed the scope of their role at this and future delivery stages and gateways;
- Community issues to resolve have been defined and evidenced by the consultant;
- The key delivery risks have been identified and mitigations agreed with the Project Delivery Team; and
- Gateway 0 is signed off.

3.2. Outputs

The Tender Price should include all fees and expenses required to deliver the minimum Outputs, and all fees and expenses required to deliver any additional Outputs proposed.

The minimum outputs (delivered in electronic format) required under Stage 0 are:

1. Inception report detailing the agreed methodology, including engagement and design and confirming KPIs agreed with Project Delivery Team
2. All community engagement raw data and analysis files
3. Gateway 0 report detailing:
 - a. Strategic definition

- b. Scope
 - c. Study area plan
 - d. Findings of Study Area Analysis
 - e. Summary of Stage 0 engagement activities
 - f. Results of Stage 0 engagement
 - g. Issues and opportunities
 - h. Recommended Design Objectives and Next Steps
4. Presentation to the Project Board to seek approval for Gateway 0
 5. Equality Impact Assessment
 6. Updated project delivery risk register and programme

3.3. Activities

The Tender Price should include all fees and expenses required to deliver the Activities detailed in the tenderer's proposed methodology.

It is anticipated that the Consultant will conduct the following activities, as a minimum, during Stage 0. It is permitted to deviate from these activities where the tender can demonstrate an alternative approach is more effective:

3.3.1. Project Management

- Inception Meeting
- Inception Report updating the agreed methodology if required
- Management of programme of delivery and budget
- Regular progress reporting to Project Delivery Team
- Work with Glasgow City Council's Neighbourhood Services contact (as roads authority) to ensure that all appropriate departments are at the decision-making table at the earliest point (via the Internal Delivery Group)
- CDM Principal Designer duties
- Management of the Equality Impact Assessment process

3.3.2. Study Area Analysis

- Collection of existing data from WPC

- Analysis of geographical, historical and architectural context
- Analysis of policy context
- Audit of existing local travel connections, particularly active travel (walking, cycling and wheeling) and public transport
- Travel-related data collection (which may include but is not limited to walking, cycling and wheeling movement patterns at peak times, school travel surveys, Public Life Surveys, attitudinal surveys with key demographics (note that traffic speed, volume and parking surveys will not form part of the tender price))
- Identify land ownership issues

3.3.3. Public Engagement

- Population and stakeholder analysis to identify how to access the widest range of community members, including harder to reach groups and considering our Equalities duties
- Detailed engagement methodology agreed with the Project Delivery Team. The methodology should consider a range of methods to ensure that no-one is excluded from contributing
- Lead on all aspects of organising, promoting, managing and reporting on engagement events (the Project Delivery Team will arrange access to, and cover cost for, local community spaces for the consultant to host engagement events, and will assist with promotional activities, etc, as necessary)
- Use the Project Advisory Group to gain feedback on Design Objectives

3.3.4. Reporting

- Support the Project Delivery Team as required in communication with Project Board members, including directly relating to programme delivery
- Presentation to Project Delivery Team to report the findings of public engagement activities
- Draft Gateway 0 Report to Project Delivery Team for review and circulation to Project Board
- Final Gateway 0 Report following Project Delivery Team and Project Board comments
- Presentation of Final Report to Project Board

- All materials associated with public engagement. This may include example visuals to assist the community, landowners, planners and stakeholders to take decisions.

4. Options Appraisal (Stage 1)

The minimum delivery requirements are outlined, but may not be limited to what is set out.

4.1. Outcomes

The headline outcomes required of Stage 1 are:

- The outcome of Stage 0 has been publicly communicated to the community;
- Design Options have been developed by the consultant that meet the Design Objectives;
- Design Options have been presented to, and agreement has been sought from, the Project Board prior to community engagement;
- A cross-sectional majority of directly affected residents have been given the opportunity to contribute to Design Options Appraisal;
- Feedback from the community has been collated to inform . design phase and evidence has been presented that there is broad support across the community to take forward a preferred Design Option to the next stage;
- The Project Board has agreed on a preferred Design Option for the consultant to take forward to the next stage;
- The key delivery risks have been updated and mitigations agreed with the Project Delivery Team; and
- Gateway 1 is signed off.

4.2. Outputs

The Tender Price should include all fees and expenses required to deliver the minimum Outputs, and all fees and expenses required to deliver any additional Outputs proposed.

The minimum outputs (delivered in electronic format) required under Stage 1 are:

1. Three public and stakeholder-facing Design Options drawings comprising:

- a. General arrangement layouts
 - b. Plan views and 3-D graphical representations showing key layouts;
 - c. Presentation of materials and placemaking concepts
2. All content for public and stakeholder-facing engagement, including all advertising and communications-related materials
 3. All community engagement raw data and analysis files
 4. Develop a Monitoring and Evaluation Plan, including indicators on: mode split and the number of people walking, cycling and wheeling for local trips; Traffic volume and speed; Perceptions of community cohesion, cycling and walking safety; and Perceptions of street enjoyment and satisfaction
 5. Gateway 1 report detailing:
 - a. Summary of Design Options and how they meet the Design Objectives
 - b. Appraisal of Preferred Design Options on the basis of Stage 1 engagement
 - c. Identification of Preferred Design Option
 - d. Issues, opportunities and recommendations
 6. Presentation to the Project Board to seek approval for Gateway 1
 7. Updated Equality Impact Assessment
 8. Updated project delivery risk register and programme
 9. Designer's Risk Register

4.3. Activities

The Tender Price should include all fees and expenses required to deliver the Activities detailed in the tenderer's proposed methodology.

It is anticipated that the Consultant will conduct the following activities, as a minimum, during Stage 0. It is permitted to deviate from these activities where the tender can demonstrate an alternative approach is more effective::

4.3.1. Project Management

- Management of programme of delivery and budget
- Regular progress reporting to Project Delivery Team

- CDM Principal Designer duties
- Management of the Equality Impact Assessment process

4.3.2. Design Process

- Agree a design methodology with the Project Delivery Team which will guide the process of evaluating and selecting Design Options. This may include the creativity, innovation, pragmatism, and constructability of the design
- Involve the Project Delivery Team at every step of the Design Process to ensure that it is on track and engage the Project Board at key stages, particularly relating to deliverability
- The design process may include, but not exclusively: urban design; placemaking; civil engineering; traffic management; low traffic; neighbourhood techniques; landscape architecture

4.3.3. Public Engagement

- Communicate Design Objectives to the community, ensuring no key stakeholders are excluded
- Provide detailed engagement methodology informed by Stage 0 outcomes. The methodology must consider a variety of methods to ensure that the widest range of demographic groups is heard from, and that the key engagement risks are mitigated
- Lead on all aspects of organising, promoting, managing and reporting on engagement events (the Project Delivery Team will arrange access to, and cover cost for, local community spaces for the consultant to host engagement events, and will assist with promotional activities, etc, as necessary)
- Use the Community Advisory Group to gain feedback and build this into Design Options

4.3.4. Reporting

- Support the Project Delivery Team as required in communication with Project Board members, including directly relating to programme delivery
- Ensure that all appropriate Glasgow City Council departments are at the decision-making table at appropriate point
- Presentation to Project Board to report the findings of the public engagement activities

- Draft Gateway 1 Report to Project Delivery Team for review and circulation to Project Board
- Final Gateway 1 Report following Project Delivery Team and Project Board comments
- All materials associated with public engagement. This should include for sufficiently detailed visuals to assist the community, landowners, planners and stakeholders to take decisions.

5. Concept Design (Stage 2)

The minimum delivery requirements are outlined, but may not be limited to what is set out.

5.1. Outcomes

The headline outcomes required of Stage 2 are:

- The outcome of Stage 1 has been publicly communicated to the community for information only;
- Preferred Design Option is developed into a Draft Concept Design by the consultant;
- Draft Concept Design has been presented to, and agreement has been sought from, the Project Board prior to public consultation;
- A cross-sectional majority of directly affected residents have been given the opportunity to contribute to the Draft Concept Design;
- Feedback from the community has been collated and evidence has been presented that there is broad support across the community to take forward the Concept Design to the next stage of design;
- Consultant has submitted relevant documents to Places for Everyone fund in time for funding decision by May 2021;
- The Project Board has agreed on the changes required for the consultant to finalise the Concept Design;
- The Final Concept Design has been signed off by the Project Board;
- The key delivery risks have been updated and mitigations agreed with the Project Delivery Team; and
- Gateway 2 is signed off.

5.2. Outputs

1. Public and stakeholder-facing Preferred Design Option for Engagement drawings comprising:
 - a. general arrangement (1:500);
 - b. plan views and 3-D graphical representations showing key layouts; and

- c. A draft Design Framework recommending the urban design approach and materials palette ideas.
2. All content for public and stakeholder-facing engagement, including all advertising and communications-related materials
3. All community engagement raw data and analysis files
4. Final Preferred Design Option drawings to RIBA Stage 2 incorporating public and stakeholder feedback, comprising:
 - a. updated general arrangement (1:500),
 - b. plan views and 3-D graphical representations,
 - c. updated Design Framework (including recommended materials palette)
5. Gateway 2 report detailing:
 - a. Final justification of the Preferred Design Option and how it meets the Design Objectives
 - b. Summary of public engagement (including results from on-street trial) and stakeholder feedback on the Preferred Design Option, and summary of how the final drawing outputs respond to this
 - c. Assessment of unresolved design issues
 - d. High level cost estimate
 - e. Next steps including, detailing tasks required at the next stage of design and a realistic high level delivery programme to construction
6. Two-page Executive Summary Report of the Gateway 2 Report issued to Councillors and residents.
7. Presentation to the Project Board to seek approval for Gateway 2
8. Presentation to Funder as required
9. Completed application form to Places for Everyone fund
10. Updated Equality Impact Assessment
11. Updated project delivery Risk Register
12. CDM Health and Safety File and Designer's Risk Register

5.3. Activities

The Tender Price should include all fees and expenses required to deliver the Activities detailed in the tenderer's proposed methodology.

It is anticipated that the Consultant will conduct the following activities, as a minimum, during Stage 0. It is permitted to deviate from these activities where the tender can demonstrate an alternative approach is more effective:

5.3.1. Project Management

- Management of programme of delivery and budget
- Management of Places for Everyone funding application 2021-2022
- Regular progress reporting to Project Delivery Team
- CDM Principal Designer duties
- Management of the Equality Impact Assessment process

5.3.2. Design Process

- Agree a design methodology with the Project Delivery Team which will guide the process of evaluating and selecting Final Concept Design. This may include the creativity, innovation, pragmatism, and constructability of the design
- Involve the Project Delivery Team at every step of the Design Process to ensure that it is on track and engage the Project Board at key stages, particularly relating to deliverability
- The design process may include, but not exclusively: urban design; placemaking; civil engineering; traffic management; low traffic; neighbourhood techniques; landscape architecture

5.3.3. Public Engagement

- Communicate Stage 1 outcome to the community, ensuring no key stakeholders are excluded
- On-street trial designed to demonstrate the value of potential interventions
- Provide detailed engagement methodology informed by Stage 1 outcomes. The methodology must consider a variety of methods to ensure that the widest range of demographic groups is heard from, and that the key engagement risks are mitigated
- Lead on all aspects of organising, promoting, managing and reporting on engagement events (the Project Delivery Team will arrange access to, and cover cost for, local community spaces for the consultant to host

- engagement events, and will assist with promotional activities, etc, as necessary)
- Use the Community Advisory Group to gain feedback and build this feedback into Concept Design

5.3.4. Reporting

- Ensure that all appropriate Glasgow City Council departments are at the decision-making table at appropriate point
- Support the Project Delivery Team as required in communication with Project Board members, including communication directly relating to programme delivery
- Presentation to Project Board to report the findings of the public engagement activities
- Draft Gateway 2 Report to Project Delivery Team for review and circulation to Project Board
- Final Gateway 2 Report following Project Delivery Team and Project Board comments
- All materials associated with public engagement. This should include for sufficiently detailed visuals to assist the community, landowners, planners and stakeholders to take decisions.

6. Project Governance and Reporting

6.1. Project Governance

The project governance structure, with representatives, is detailed below.

6.1.1. Project Board

The role of the Project Board members is to provide sign off of the project outcomes at key gateways, in the capacity of:

- Commercial client – Waverley Park Collective
- Roads Authority – Glasgow City Council (GCC) Neighbourhood Services, with particular responsibility for ensuring adherence to Glasgow City Council policies and scheme adoption
- Funder - Sustrans Places for Everyone

6.1.2. Project Delivery Team

The role of the project delivery team (Waverley Park Collective) is to ensure the defined project outcomes and outputs in Stages 0-2 are delivered by the consultant on time and to budget.

6.1.3. Consultant

The role of the Consultant is to deliver the defined project outcomes and outputs in Stages 0-2 on time and to budget on behalf of the Project Delivery Team and ensure sign off at key gateways by the Project Board.

6.1.4. Internal Delivery Group

In recognition that the project may benefit from the input of a range of Council departments that may be stakeholders, the consultant could be instructed to report to an internal GCC Internal Delivery Group. This may include, for example, those responsible for capital delivery, parks access, school transport and sustainability programmes as relevant. Responsibility for identifying key decision-makers for this group lies with GCC's Neighbourhood Services as the Board member.

6.1.5. Project Advisory Group

A Project Advisory Group will be established to represent a cross-section of the community. The group will be asked to provide advice and feedback on the project outputs as they progress. The role of the consultant will be to assist in identifying potential members and to use this group to gain feedback at different Stages.

6.1.6. CDM Roles

Provisionally, the following roles are intended to be assigned for the project at Stages 0-2:

- CDM Client –Waverley Park Collective
- CDM (Principal) Designer – consultant to be appointed
- Providing advice and therefore a designer – Glasgow City Council
- Providing advice and therefore a designer – Sustrans

6.2. Gateway Review

The Project Board has responsibility for approving completion of each Gateway, Considering the advice of the Project Delivery Team. Approval will mark the completion of that Project Stage and must be received by the Consultant prior to commencement of the subsequent stage.

The consultant should identify the proposed timing of each Gateway Review and must be set out in the proposed programme that is submitted in the tender return. A minimum of three weeks' notice should be given to the Project Board by the Consultant prior to each gateway review. For Gateway outputs we expect the Project Delivery Team and Project Board to have a minimum review period of 14 days.

The review shall consider the Consultant's work under three criteria:

1. Do the outputs submitted meet the format and presentation requirements as set out in the Specification.
2. Does the design(s) meet the project requirements set out in the Specification?
3. Have any new issues or situations arisen resulting in a requirement to change design as an alteration to the agreed scope at Inception?

Following the Gateway Review, the below process shall be adhered to for each criteria:

1. In the case of failing criteria one, a re-submission is made to the Project Board within 3 working days. This is considered a 'Defect' and clause 41 'Correcting Defects' of NEC 3 shall apply.
2. Where a design(s) does not meet the requirements and design standards set out in the Specification, the Consultant is required to submit a redesign, as per the client's desired alterations, within 10 working days.
3. Where the client requires a design alteration away from the original Specification, this should be undertaken by a date agreed with the Project Delivery Team in writing.

WPC does not anticipate any funding delays to impact on the project timescales.

With the best endeavours it would be expected that each Stage can be completed by the Delivery Date indicated unless there are any significant delays encountered in the technical work, public consultations or at WPC' request. Should the consultant require to move the proposed deadlines set out in the proposed programme (section 9), this should be indicated in the tender submission and agreement to this would need to be reached with WPC.

At any time during Gateway Review or at any other stage in the project, the contract may be terminated in the event of unsatisfactory performance.

6.3. Reporting Requirements

All reporting must be submitted in the appropriate electronic format as detailed under the requirements of each Project Stage.

It may be necessary for the Consultant to provide one full set of printed design drawings for client review at each stage. Tenderers should include this cost within their Tender Price.

7. Design Guidance

WPC aims to create and maintain a safe, clean and welcoming environment by ensuring the streets are safe and attractive for all ages and abilities to live, learn, and move. In determining what design guidance to employ, this aim and the overarching Project Design Objectives should take precedence.

All designs should be in line with the design principles set out in the Places for Everyone Project Pack.

It is anticipated that the design will comply with the principles set out in Designing Streets. In recognition that Scotland's design guidance does not currently represent best practice, it is recognised that inspiration can also be drawn from documents such as:

- LTN 1/20 Cycle Infrastructure Design;
- London Cycle Design Standards;
- City of Edinburgh Street Design Guidance;
- Glasgow City Council local guidance (as defined by the roads authority);
- Glasgow Avenues Design Framework
- Cycling by Design 2010, Transport Scotland (2011)
- Roads for All: Good Practice Guide for Roads, Transport Scotland (2013)

It is the responsibility of the consultant to ensure that the design outputs are deliverable within the parameters advised by Glasgow City Council as roads authority who will adopt the completed scheme once built.

8. Indicative Project Timeline

Set out below is the proposed procurement and project delivery timetable. This is intended as a guide and whilst WPC does not intend to depart from the timetable it reserves the right to do so at any stage. The consultant may indicate in their tender any potential risks and mitigations proposed in meeting these deadlines.

| Date | Gateway |
|--------------------------------|---|
| w/b 9 November 2020 | Inception meeting/call |
| 29 January 2021 | Completion of Design Objectives Setting (Stage 0) |
| 1 May 2021 | Completion of Options Appraisal (Stage 1) |
| 14 May 2021 (immovable) | Submission of provisional funding bid to Places for Everyone |
| 25 June 2021 | Completion of Concept Design (Stage 2) |