

APPENDIX B

PROCUREMENT OF A STRATEGIC PARTNERS FRAMEWORK: REGENERATION AND TECHNICAL CONSULTANCY SERVICES

SPECIFICATION

1. Walsall Regeneration Context

Walsall is situated in the West Midlands; it has excellent connectivity to the rest of the country, lying close to the heart of national road and rail networks. The Borough combines urban, suburban and rural communities. Walsall's population is over 250,000 and increasing.

Pursuing inclusive economic growth is a key priority for the Council. Walsall has an established reputation of working with investors, developers, landowners, and stakeholders to support regeneration and economic development. The Council is committed to continuing work with existing and new partners, who share our vision to grow a thriving and vibrant Walsall, to build on past successes and bring exciting new propositions to life.

The Council is working with its partners to deliver The Walsall Plan: We are Walsall 2040 as well as its own Our Council Plan 2022-25. The Walsall Economic Strategy (2022) also provides an evidence-base of the current local economy position and, from working with team across the Council and external partners, sets out interventions to drive improvement in the economic performance of the borough.

2. Objectives and Deliverables

Set out below are the main objectives of the commission. Please note that this is not meant to be exhaustive.

- Provide the Council with the necessary support and expertise to enable the development and delivery of the pipeline of regeneration schemes that aim to achieve the outcomes set out below.
- Work collaboratively alongside the Council's Development Team and, where required, the Regeneration and Development Service and wider directorate to be an integral part of the Council's delivery resource by adding capacity and transferring skills and knowledge.
- Proactively work with the Council's public and other private sector partners, including the West Midlands Combined Authority and where appropriate private landowners, to bring forward funding business cases and sites for delivery.
- Provide bespoke solutions and technical expertise to complex delivery issues that are capable of securing public and private sector investment.

3. Outcomes

Delivery of the commission scope will support and enable economic regeneration and development in Walsall to ultimately deliver:

- Inward investment
- New high-quality homes and neighbourhoods of appropriate tenure and type

- Additional employment floorspace for business relocation, expansion, and start-ups
- Skilled job and training opportunities
- Increased visitor numbers
- Improved viability and vitality of Walsall Town Centre and its District Centres

4. Framework Partners – Skills, Call-off and Task Pricing

The Council is seeking to establish a framework containing a maximum of three (3) multi-disciplinary teams to provide services across a range of regeneration, planning, property, and technical areas. Each multi-disciplinary team / framework partner will be required to provide the following skills and expertise:

- Project and programme management
- Property and commercial, including valuations, appraisals, acquisitions/ CPO, market intelligence, and economic guidance
- Delivery models and approaches
- Development options, feasibility, and pre-development
- Development funding and financing
- Cost consultants
- Business case development including benefit cost ratios and cash flows
- Concept plans, capacity layouts and masterplanning
- Planning and planning policy guidance
- Inward investment, marketing and branding
- Architectural
- Consulting engineer(s) – e.g. remediation, flood risk, transport & highways, utilities, civils, drainage
- Environmental consultants- e.g. noise, air quality, ecology, heritage conservation, arboriculture.

It is expected that each framework partner will be managed by an identified Lead Consultant. However, the use of specialist sub-consultants may be required to assist with the delivery of the commission to provide the full spectrum of skills and services (unless the services can be provided in-house by the Lead Consultant). The Lead Consultant should therefore have the ability to bring in and contract with sub-consultants required for the commission. To assist the tender process and ensure the full provision of services can be met, preferred sub-consultants or partners should be stated in the tender response and CVs provided. The Council acknowledges that the Lead Consultant may need flexibility to procure specialist advice as required on a task-by-task basis; any changes in the sub-consultants (other than those included in the tender response) would need to be formerly agreed with the Council.

Please note that the successful framework partners will also be required to gain Council agreement to the replacement of any of the nominated key staff detailed within their tender response.

Once the scope of an individual task has been determined by the Council this will be issued to a framework partner(s) to enable them to develop a detailed project proposal and resource/ price schedule based on the schedule of rates provided in this tender. This will then be scrutinised by the Client team for suitability of the proposal, accuracy against the scope and the full cost breakdown. In addition, the Client team will where appropriate challenge the proposal and/or price to ensure that maximum value for money is being achieved prior to an order being placed for the work.

The Council will in the main and at its discretion award a direct call off for each particular project/work task to the supplier that it considers the most suitable for that specific assignment, however where the Council considers it appropriate it will run a mini-competition between suppliers on the Framework in order to achieve the best outcome.

This commission is for a range of services on multiple sites. The sites that require support will be at similar or different stages of delivery. Whilst the use and call-off from the framework will enable works to be distributed across partners, framework partners are required to have sufficient capacity to provide the services described for multiple sites simultaneously.

5. Scope

i. Strategic Development Pipeline

Walsall's development pipeline is derived from longstanding regeneration and economic growth ambitions and vision, as set out in planning policy (including Walsall Town Centre Area Action Plan (AAP) and Walsall Site Allocation Document (SAD)), as well as the Walsall Growth Corridor, Walsall Town Centre Masterplan (2019), Black Country Enterprise Zone- Darlaston, and the Willenhall Framework Plan (2022). The economic growth and regeneration ambitions are also reaffirmed in the recently approved Walsall 2040 borough plan (June 2023). Delivery of the pipeline is being supported by funding and delivery initiatives including Future High Streets, Town Deal, Levelling Up Zone/ Growth Zone through Government and the West Midlands Combined Authority (WMCA).

The Council has led and supported the delivery of projects and multi-million-pound investment to improve economic growth and opportunities for residents and businesses across the borough. To bring forward the next tranche of development sites on the pipeline (i.e. residential, employment, town centre uses) requires the continuation of a leading role and intervention by the Council through a range of site specific pre-development works.

Through this commission the Council are seeking framework partners to provide a range of services to take schemes through the various feasibility and development stages leading up to the point of securing funding, appointment of a developer and/or detailed design and implementation. It is noted that the Council has limited land ownership and therefore the work will require collaboration with private landowners and key stakeholders. The level and spectrum of pre-development work required for projects will vary and some may only require limited input. Services required include:

- A. Feasibility and Optioneering
- B. Commercial Property/ Real Estate Services
- C. Delivery (Pre detailed design and construction stage)
- D. Statutory Planning
- E. Other Services

The detailed scope of these is set out as follows.

A. FEASIBILITY AND OPTIONEERING

Projects in the pipeline will likely require feasibility and options appraisal work to appraise the opportunity for development. Such schemes will require the following support:

- i. Capacity Layouts and Masterplanning – detailed site capacity work that promotes good design and sustainability. The red line for a capacity plan/ masterplan may be site specific but there will be instances where such work will be required for a broader area that will require a wider set of considerations and stakeholders. The Council is working

in partnership with the West Midlands Combined Authority (WMCA) and will promote the WMCA's Design Charter. Masterplanning in some instances may be required to inform a potential Compulsory Purchase Order (CPO) process; in such circumstances the Consultant may be required to provide additional services that are required to support a potential CPO case, including those as detailed in section D.

- ii. Technical Surveys and Assessments – initial technical advice and guidance to aid option development where the Council considers this input to be appropriate at the feasibility stage (e.g. to manage risks and understand key site constraints and mitigation to inform masterplanning and development cost assumptions). It may be that certain items listed under the section D are required as part of the feasibility and optioneering stage of a project's development.
- iii. Feasibility and Appraisals - Initial scoping and scenario testing to develop and assess the development options and development assumptions for each site. Please note that Walsall Council Officers will provide existing due diligence information where it is available to inform the feasibility stage. The Consultant will be required to produce initial high level development appraisals and sensitivity testing to assess project viability and inform the options and feasibility stage. Such development appraisals, where appropriate, will be tested further as detailed in section B.

Please note that this is not an exhaustive list and there may be additional duties that are also required of the Consultant.

B. COMMERCIAL PROPERTY / REAL ESTATE SERVICES

Projects on the pipeline considered to be suitable for development may require the following services:

- i. Market and Economic Analysis – Review and guidance on the demand and need for the proposed development, to include but not restricted to, market/economic analysis and demand and soft market testing to provide market intelligence to the Council and inform the feasibility works set out in section A.
- ii. Valuations - Land and property valuations, including red book compliant valuations and Property Cost Estimates (PCE) to support CPO activity (where required).
- iii. Development Appraisals - Detailed development appraisals to provide the Council with an understanding of site viability, including specific appraisals as required (e.g. 'clean and green', traditional delivery or other delivery routes such as direct delivery or development manager options). Appropriate sensitivity testing may also be required (e.g. rents, yields, construction costs) based on market intelligence.
- iv. Acquisition and Disposal - The Council may require lead support to act as its agent on land and property negotiations, acquisitions, and disposals, including the use of CPO. Initial contact with landowners may be made by Council Officers, with the Consultant being required to undertake detailed negotiations to understand landowner aspirations that may lead to agreement by private treaty or CPO. The Consultant may be required to lead or support the Council in any disposal or acquisition.
- v. Strategic investment and market advice – Advice and recommendations on the best way forward for the Council on strategic development opportunities. This will include but is not limited to financial modelling to inform recommendations, as well as guidance to inform contract negotiations with developers, partners and land owners.

- vi. Marketing and Promotion - Promoting surplus land and property to include development sites and buildings to encourage end users. This may also include soft market testing to inform procurement routes for developer partnering arrangements.

Where possible conflicts arise between the Lead Consultant and those providing agency advice it will be for the Consultant to resolve this on behalf of the client and if necessary seek alternative agency advice to that which is being provided to a third party land/ property owner.

C. PROJECT DEVELOPMENT

Projects that have successfully completed the due diligence required to progress to the subsequent pre-development stage will require the following support and services:

- i. Delivery Models - Advice and guidance on appropriate delivery vehicles and delivery partnerships for the Council to consider structures to aid the delivery of the pipeline including but not limited to self-development/direct delivery, Joint Venture, partnerships (e.g. other Local Authorities and developer partners). This will need to include consideration of appropriate and if necessary bespoke delivery vehicles for individual projects or a cluster of schemes, highlighting benefits and risks associated.
- ii. Subsidy Control - To advise the Council on potential subsidy control implications, working with the Council's legal advisor(s) to ensure that the Council is compliant in its delivery role, whether that is direct delivery or as a partner or funding provider.
- iii. Funding - To provide advice on funding opportunities available to assist in the delivery of schemes, identifying the most appropriate funding streams, both public and private, that would be appropriate to aid delivery (including for example pension funds and institutional finance). This may require financial modelling, including scenario testing and sensitivity analysis.
- iv. Construction & Project Costs - Provide robust estimates of site-specific construction costs to inform development appraisals, including appropriate contingencies for risk and inflation. Provide robust cost assumptions for scheme delivery (including capital and revenue costs) from initial feasibility through to development and highlighting all associated risks and issues together with proposed mitigation. The latter to be used to populate funding business cases, both for internal and external funding.
- v. Funding Bids - Preparation of funding applications bids and business cases (in line with the defined 5 case model as necessary) in accordance with funding body requirements. This may be to either lead or assist in the preparation of all such bids (subject to resourcing and timescales). This will include all supporting information that may be required to assist in the submission of a financial bid to the relevant funding bodies (e.g. cashflows, benefit cost ratio assessments). It is anticipated that a number of the schemes will request funding through the WMCA's Single Commissioning Framework and/or any funding initiatives/bidding process made available by Government.
- vi. Procurement - Where necessary lead the preparation of a procurement strategy to aid the delivery of schemes, and to take a proactive role in the procurement of a delivery partner; this may involve a full OJEU compliant process, use of an existing framework or non-OJEU compliant routes. This may include taking a lead or proactive role in preparing tender documentation, assessing tender submissions and costing variations. In addition there may also be a requirement to assist, if necessary, with the due

diligence checks on partners and investors, working in partnership with the Council's Finance Team.

D. STATUTORY PLANNING

The Council may require the preparation and submission of planning applications to support and enable delivery. This will include:

- i. Preparation of outline and full planning applications depending on the delivery option for sites.
- ii. Working closely with identified Council officers, assist or lead stakeholder and public engagement where necessary in the preparation of a planning application.
- iii. Provision of all design services and surveys to support site proposals and planning applications. The range of works will include but is not limited to;
 - o Architectural and urban design services including design and access statement
 - o Planning Statement
 - o Built Conservation
 - o Ecology and tree
 - o Flood Risk
 - o Desk top and interpretative site investigations
 - o Remediation strategies
 - o Utilities surveys
 - o Topographical surveys
 - o Civils /site levels
 - o Transportation matters such as transport statements, assessments, design, and modelling
 - o Air quality assessment
 - o Noise assessment
 - o Stakeholder engagement

It is anticipated that the Consultant will be able to provide all services in-house or will sub-contract to ensure that it can provide the full range of services that are required, noting that warranties will be required for the services provided and to ensure that the Council and its partners can rely on the information provided.

- iv. Provide commercial and planning advice in relation to planning obligations for S111 / S106 agreements, particularly joint projects involving the Council.

E. OTHER SERVICES

- i. Support to maintain and evolve relationships with public and private stakeholders and partners, including landowners, developers, funders and statutory providers, and acting as the Council's advisor as and when necessary.
- ii. As and when necessary, provide project management support to include project performance and risk analysis, reviewing and inputting into Council project reports. This will be based on the Council's existing management systems, including Verto and Power BI.

- iii. Provide continued opportunities for training and development and transferring of skills and knowledge to the Council's Development Team as part of the commission and social value provisions.
- iv. Act as the Council's Project Manager for schemes where required to ensure successful development and delivery. This would involve overseeing the project to ensure it is being delivered in the line with the defined programme. Note that in some cases Council Officers may take the lead role as Project Manager, in such circumstances the Consultant will provide a supporting role as necessary.
- v. The Council may also require specialist project management services to progress specific tasks. For example, the Council may require the Consultant to ensure grant funded works are being undertaken to a defined specification to enable appropriate sign off and payment.
- vi. Support officers in project briefings/ workshops with senior/corporate management and Members, and other identified stakeholders, including leading and presenting where required.
- vii. The majority of services and works required through the framework will be comprised of the pre-development, due diligence and feasibility stages of project and scheme development (outlined in sections A-D above). However, subject to securing funding sources (internal or external), works may also be required during the contract period to lead and/or support the subsequent delivery and implementation stages of schemes (e.g. RIBA Stages 0-7).
- viii. It is anticipated that during the term of the contract additional works may be identified and therefore the Council reserves to right to add additional services above and beyond those already identified as and when required within the general scope of services and disciplines outlined in the sections above.

ii. Service Area Wide Workstreams

In addition to the services set out above, from time to time there may be specific works (e.g. strategy and plan development, investment propositions, and responses to new delivery / funding initiatives) where the Council require services and support in line with the disciplines noted in section 4. This may include, for example, support with the evidence documents and preparation of the Walsall Borough Local Plan which will be developed during the contract period and will replace many of the current planning policy documents.