

Walworth Town Hall Project Mandate

1. Introduction

The purpose of this Project Mandate document is to outline the high level project objectives for the rebuilding of the fire damaged Walworth Town Hall, an outline programme for the next stages of the project and the internal project governance structure to lead on the delivery of the project and decision making. As the project progresses this mandate document can be revised and reissued accordingly especially in terms of the high level design brief and governance structures.

2. Site Boundary

Following feedback received during the public consultation exercise, and also due to the fact that the Town Hall and Newington Library buildings are closely connected in physical and functional terms, two boundary scenarios are to be tested in terms of their ability to meet the design brief.

Boundary One



This scenario will test the ability of the existing Town Hall as a stand alone building to accommodate the high level brief and meet the aspirations of the Council.

Boundary Two



This scenario incorporates the adjacent Newington Library building providing a much larger footprint to accommodate the high level brief however again with constraints associated with both buildings being Grade 2 listed.

3. Design Brief

In July 2013 Cabinet approved a high level vision for the Walworth Town Hall which included the following key priorities for the future use of the building;

- An enhanced Library space.
- A space for the display of the Cuming collection and potentially a Southwark museum
- A flexible space that could be used for a variety of purposes including community and civic events, exhibitions and performances
- Facilities for marriage, civil partnership and citizenship ceremonies undertaken by the Southwark registrar's service

Service leads have subsequently further developed this vision statement for each facility as listed below. An important element of these key functions is that there is flexibility in their uses and design to maximise the opportunities that the completed scheme will provide for.

Library

The provision of a high quality, modern fit for purpose library within the Town Hall building was the facility that received highest levels of support during the public

consultation exercise. It is therefore important to be clear from the outset exactly what the key deliverables are to ensure that the library meets the needs of the both the library service and the customers who are going to use it. The vision and specification for re provision of Newington Library will continue the themes within the ongoing modernisation programme for Southwark libraries which has delivered new buildings and significant refurbishments since 2000.

Front of house provision

- Fully accessible space for all users with lift access if on more than one floor
- Open plan spaces which are zoned to designate specific activities e.g. children's library; quiet reading zone, quick choice
- Open plan spaces which are easy to supervise and navigate
- Sufficient space for self service technology for ease of use by the public and completion of basic transactions
- Study facilities for up to 100 people across the public space separate to the museum galleries
- Both wall mounted and free standing shelving to accommodate a comprehensive range of stock for loan and reference for all age groups
- Flexible design of space so we can use the spaces for maximum benefit
- Sufficient public toilets with baby changing facilities and adult changing facilities for people with disabilities
- Retail space so we can have local history publications, post cards etc for sale

Back office / staff accommodation

- General office space which could be shared with others in the building
- Secured library work room for administration functions including cashing up
- Staff rest area with small kitchen / dining space.
- Separate staff toilets – this could be shared with staff from other facilities within the building.

Museum

The second most supported facility within the Town Hall is a museum facility to house the Council's Cuming collection. The new building serves as an opportunity to bring all aspects of the council's art and heritage collections together, as well as to combine them successfully with the library and community needs of the borough.

This includes making provision for the display of items from the collections throughout the building and not only in the designated Museum space. The spaces would be welcoming, interesting and integrated and showcase the best of the borough's collections, stories and memories. A new museum for Southwark gives us a unique opportunity to rethink how we present this collection alongside the other key elements of the Heritage Service. In addition to the Cuming collections, Southwark's historic collections comprise:

- The Local History and Archives service which is currently located at John Harvard Library
- The art collection which is held in secure storage
- The historic book collection which is located in Newington Library

Front of House requirements for the Heritage Service

- Welcome and enquiry point

Appendix 2

- Appropriate lighting and environmental conditions to international museum standards and separate from other building lighting and control
- Museum quality, permanent, secure exhibition galleries telling the story of Southwark and showcasing the Cuming collections and other material
- Museum quality, permanent and secure exhibition space for art collections
- Museum quality temporary exhibition gallery: this space give us the ability to programme regular changing exhibitions giving more access to other aspects of our collections
- At least 2 flexible learning spaces adjoining each other, each large enough to hold class visits and talks and events / screenings of films and archives. These two spaces will be able to be opened in to one if needed.
- Associated toilet and washing facilities for children (toilets need to be able to be supervised, for safeguarding purposes, and able to accommodate group visits)
- Secure research room to enable the public to engage with archives and museum collections
- Museum quality secure collections store for primary material adjoining the research room

Back Office requirements

- Secure work room space for the Heritage staff to carry out collections and documentation work. Needs to accommodate the working paper files for both museum and archive collections
- Secure space to prepare artefacts and items from the collection for exhibition and display and for equipment, cases and materials needed to put up and take down the building's exhibitions
- Office space to complete the routine administration and management tasks alongside other staff
- Meeting rooms for private meetings as well as staff meetings (shared, bookable spaces with all staff)
- General storage space

Flexible event / exhibition space

Feedback received during the public consultation indicates that there is clear support and potential demand for a multi-functional space that is available for hire from local groups as well as providing space for events or performances. This space could offer a potential source of revenue generation through its hire. The selection and appointment of architects offers an opportunity for the council to request precedent studies of similar such spaces around the country to better inform the council in its approach to this space. At this stage however the council envisage the space as capable of:

- Holding performance arts events
- large public meetings or conferences
- Museum or cultural exhibitions
- Family party or celebratory events
- Civic events such as citizenship ceremony

The building shall accommodate a drop and go style café, serving coffees, sandwiches, light refreshments and snacks. The cafe space shall be open to members of the public, whether using the Town Hall facilities or not and therefore must be centrally located and easily accessible. The café will have an associated seating area for visitors to socialise and rest. Any proposals for the food area will need to comply

with food safety regulations. The public facing cafe area should accommodate dedicated space for front loading vending machines.

Registrar Service

- Large ceremony room for citizenship ceremonies and wedding/civil partnerships
- Small ceremony room for same
- Ancillary spaces for registrar administration functions
- A 'grand' entrance and exit space
- Disabled access is key throughout

Conservation and heritage

Any design proposals for the Walworth Town Hall will have to take full account of its historical assets. The impact of the fire on both the Grade 2 listed facade and interior historical features will be informed by a programme of surveys that have been commissioned including a building condition survey and architectural condition survey. Close liaison will be required throughout the design process with both English Heritage and the Council's Design and Conservation Manager to ensure that any proposals for alterations to the previous layout are acceptable.

The design brief to architects will include the following completed surveys to help inform their work:

- Structural Condition Survey
- Architectural Condition Survey
- Measured 3D survey of building

Accessibility

All areas of the building, under either boundary scenario, must be fully DDA compliant ensuring full accessibility for both staff and visitors. A drop off and collection point for disabled visitors should also be provided and this should be considered in conjunction with the emerging proposals for the new Walworth Square, approved as part of the Outline Masterplan for the redevelopment of the Heygate Estate.

Servicing

In order to service the building, especially the library and museum functions, a loading bay is required to be provided with a goods lift. The lift must be large enough to accommodate large items such as those delivered for the museum.

No car parking spaces are required for staff or visitors and secure cycle storage for staff must also be provided within the building.

Heygate Redevelopment

Any proposals for the rebuilt Walworth Town Hall must take in to account the approved outline masterplan for the Heygate Estate and in particular the detailed proposals for 'Masterplan Phase Two' (MP2) which are expected to be developed during the same period of time as outlined below. The appointed design team will be expected to work closely with the Lend Lease project team leading on MP2 to identify opportunities to deliver mutually beneficial designs.

4. Programme

The current anticipated programme for appointment of architects is as set out below and updates and progress will be reported regularly via the project board. These indicative dates are based on undertaking the procurement process through an existing framework agreement and subject to approval of the required Gateway reports.

March 2014	Procurement Gateway 1
March 2014	Screening letter distributed to architect long list. Submissions received and evaluated. Preferred list of ten practice confirmed
April 2014	Vision document and supporting material distributed to preferred list. Submissions received and evaluated. Preparation of design competition brief
May – June 2014	Short list confirmed and two month design competition undertaken
July 2014	Public consultation on design submissions
Summer 2014	Internal review of public consultation feedback. Gateway 2 seeking approval to appoint selected architects. Detailed design brief drafted.
Autumn 2014	Cabinet report

5. Governance and Project Management

Governance

A clear and defined management structure is essential for the successful management of a large and complex capital project of this nature. A summary of the proposed project arrangements are set out below.

Project Board

A Project Board will be established at the outset and will meet at regular intervals. The Board will be responsible for the following:

- Sign-off of procurement and design stages
- Consultation and communication for the project
- Monitor Budget
- Monitor Programme
- Monitor Risks
- Change Control

The Board will have the final sign off of strategic documents relating to project delivery, procurement and budget. The Board will consist of a:

- Project Executive – the lead officer with overall accountability for the delivery of the project. In addition the project executive will be responsible for regular reporting on progress to the Cabinet Member for Regeneration and Corporate Strategy.

Appendix 2

- Senior User – the lead Client representative, in this case the Strategic Director of Environment and Leisure. The role of the Senior User is to represent the client interest and to ensure that the design of the scheme meets their requirements
- Senior Supplier – represents the Project Management Team and is responsible for reporting on project progress, in this case the Head of Regeneration North.

Project Management

The 'Project Management Team' will consist of:

- A Project Manager who will be a representative of the design team.
- A Project Leads will represent the internal user groups, in this case the council's Culture Libraries Learning and Leisure service . This officer will be responsible for providing the user requirements for the library, museum, and registrar services

The above team will be responsible for providing clear updates to the Project Board and communicating executive decisions to the Design Team. The role of the team may also extend to managing public relations and co-ordinating consultation.

