



Commissioning a sustainable and well-designed city

A guide to competitive selection of architects and urban designers

GLA Architecture + Urbanism Unit, July 2005

A sustainable and well-designed city

London is going through an unprecedented period of change. There will be 700,000 new residents and over 500,000 new jobs in the capital by 2016. The London Plan sets a sustainable vision to accommodate this growth by requiring that all new development should be built within Greater London's existing boundaries without encroaching on open space. New communities will be created where there is capacity around existing town centres and on derelict land close to public transport. More people, more jobs and more activity in London means building at higher densities, but also creating places and spaces where people want to

live, work and play.

London has a wonderful tradition of successful urban centres. People like to live and work in areas that have good public transport, access to open space and which are close to shops, schools and other social amenities. This is why the design of the built environment matters. Only by improving the quality of the environment – its buildings and public spaces – and the quality of services, will we succeed in making denser urban areas more attractive, safe and viable.

The Greater London Authority Group including the London Development Agency and Transport for London are

committed to raising the level of design in their wide range of initiatives and are therefore committed to best practice in commissioning project designs. This document provides guidance on how to improve the quality of architecture and urban design across London through the use of competitive selection. It sets out ways of bringing the best designers on board to raise the level of design thinking and practice across the entire portfolio of GLA Group projects.

We want to see the GLA Group and all our partners in local government working together to achieve a lasting, design-led urban renaissance in London.

Liane Harris



A handwritten signature of Ken Livingstone in black ink.

*Ken Livingstone
Mayor of London*



A handwritten signature of Richard Rogers in black ink.

*Richard Rogers, Chief Advisor
to the Mayor of London on
Architecture and Urbanism*

Purpose

London needs to get the best out of the design professions. Being able to procure design skills and run design competitions effectively and efficiently is critical. This guide sets out the basic steps that members of the GLA Group should follow in the competitive selection of architects and urban designers to deliver a design-led development process. It can also be used by local authorities and other public bodies. Its purpose is to provide a common approach to the management and delivery of the competitive selection process.

Why competitive selection?

An open, transparent, competitive selection process is one of the best ways of delivering quality in design. It is not only a legal requirement when public funds are involved, it is also an effective way of getting the best for our built environment. Some of the most successful buildings and urban

projects of recent years are the result of competitive selection. The award-winning Laban Centre in Deptford, the Baltic Flour Mills in Gateshead and the masterplan for the Lower Lea Valley at the centre of the Mayor's vision for the London 2012 Olympic Bid are the products of design competitions. The same is true of many of Europe's most attractive and sustainable urban developments in Barcelona, Amsterdam and Berlin. The recent design competition for London's Aquatics Centre run by the London Development Agency is an exemplar of best practice.

Competitive selection can also be used to appoint design teams at various stages in the development process, from procuring planning tools such as urban design frameworks, development briefs and masterplans which provide an appropriate context for individual urban sites, to specific

scheme designs for buildings and public spaces.

Whilst it is recognised that competitive selection is an excellent way to achieve quality, other forms of procurement including design frameworks or direct consultant appointments may be more appropriate in different circumstances. Framework agreements with an approved list of consultants can be used effectively where the client needs to access a different range of skills quickly. In some contracts where the client requires specialist expertise to develop a brief, feasibility study or technical assessments, it may be more appropriate to appoint consultants based on track record and experience. However, where design is at stake, then a truly competitive process guarantees openness and transparency, as well as quality and value for money, and can play an important role in building consensus and support amongst stakeholders.

Cover: Trafalgar Square, Foster and Partners, © Nigel Young/
Foster and Partners
Right: Laban Centre, Herzog de Meuron
© Margherita Spiluttini
Far right: Millennium Bridge, Foster and Partners © Pawel Libera/ RIBA Library Photographs Collection



**Competitive tendering:
a legal requirement**

Many contracts will need to be undertaken in accordance with EU Procurement Regulations. These regulations specify a range of procedures and time requirements depending on the particular circumstances of each project. Always take legal advice before embarking on a competitive selection process to find out exactly what is required and ensure the regulations are followed carefully.

If the estimated value of the consultancy service contract for the project is above a certain threshold (currently £153,376/ Euro 200,000) and the client is classified as a public sector contracting authority, then the client is legally required to follow the prescribed EU procurement procedures. In such a case, the client must also provide notification of a proposed choice of designer through the Official Journal of the European

Union (OJEU). This will apply to most urban regeneration projects in London, funded either through the London Development Agency (LDA), Transport for London (TfL), central or local government. While the actual design fee for many urban design projects may, in the first instance, come below the EU threshold, if the aggregate value of the original contract and all contract extensions exceeds the threshold, then the EU Regulations will apply. Accordingly, the EU Regulations should be considered at the outset in order to build in flexibility to extend an appointment for later phases of the project.

Don't reinvent the wheel

Before embarking on a particular competitive selection route, make sure you seek advice from individuals and agencies with extensive expertise in the area (see Appendix). The Commission for Architecture and the Built

Environment (CABE) has focused its attention on helping public clients manage the design process. The professional institutes can also assist clients. For example, the Royal Institute of British Architects (RIBA) provides a service to clients through its Competitions Office, including advice on organising competitive interviews and design competitions. The Union of International Architects (UIA) provides guidelines for international competitions as well as a competitions service. In addition, there are many individuals, design practices, academic institutions and public agencies in London that are experienced in managing competitive selection.

The GLA Group can provide advice either through the GLA's Architecture and Urbanism Unit or through the LDA's panel of Urban Design Advisors and TfL's Urban Design and Architecture team.

Right: Aquatics Centre, Zaha Hadid
Far right: Olympics masterplan, Lea Valley Regeneration Design Team (EDAW/Allies and Morrison/ Foreign Office Architects/ HOK Sport)



A step-by-step approach

The key steps that should be followed to deliver a well managed and efficient selection process for architects and urban designers are set out below.

1 Define the vision

Establishing a clear vision for the project kick-starts the design process. Put the driving ideas on paper before looking for funding or embarking on a selection procedure. A simple set of aims and requirements must be agreed at the highest level in the client organisation at this early stage.

The vision statement is then developed into a project brief, which becomes the vehicle for building consensus for the project. To be successful, a project should be aligned with local and national policies, should fit with local plans and have broad support from stakeholders.

- *Articulate the aims and vision*
- *Set the project in context*
- *Ensure key stakeholders share the vision*

2 Prepare the brief

Ideally a robust urban design framework or development brief should be in place to underpin the brief for a design commission. If not, a baseline study should be undertaken to assemble data on demographic and economic trends, transport accessibility and social infrastructure (health centres, community facilities, schools, etc), and to define the appropriate social, economic and urban design objectives of the project.

This groundwork will help

you in preparing the brief for the design commission. Who is it for? Are you looking for innovative solutions in housing, an integrated urban community, high quality public spaces, new ways of mixing working and living patterns? Bring in experts who can help prepare the baseline work and undertake urban design analysis, and to help articulate the aspirations for the project and prepare the brief. The more precise the brief, the better the design response.

- *Take professional advice*
- *Undertake baseline work*
- *Establish clear project objectives*
- *Commission a clear and detailed brief*

3

Identify the project leader and assemble the client steering group

There should be a clear project leader (agency and individual) identified who is empowered to manage the project. Assemble the team that will see the project through from inception to implementation. Bring together people who 'own' the project and will act as its advocates. Ensure that the decision-making process is clear and direct. If you have design expertise on board, use it.

If not get advice from specialists. The core client steering group should include key landowners and funders, but must not become a substitute for consultation. Resist the temptation to include everybody at this stage. Identify a project champion who will manage the competitive process and decide now what will happen the day after the designers have been selected.

- *Assemble a steering group*
- *Identify the project champion*
- *Use expert advice*

4

Assemble the jury

The jury selects the winner of a competitive selection process. It is also responsible for ensuring that the process is well managed and that its objectives are clear. The jury is typically made up of 6–10 people, with representatives of the client group and design experts who have the skills to assess the quality of the proposals. It is essential that the membership include a number of

independent design experts who will help the client evaluate the design quality of the submissions and relevance of past experience. The majority of the jury should be made up of individuals with a background in architecture, planning and urban design. The presence of international design professionals adds to the status of the jury and promotes the significance of the project.

- *Identify membership of the jury*
- *Ensure the majority is composed of design professionals*
- *Determine the terms of reference*

5

Advisory/technical panels

On large and complex schemes, an advisory or technical panel can support the client and the jury.

Their role is to assist in the management of the competitive process and to ensure submissions are compliant with the brief. Membership will typically include cost consultants,

planning and economic experts, project managers and procurement and other specialists who can assess the technical competence of a design team and its ability to deliver a project on time and on budget. It is important to remember that it is up to the jury to pass judgement on design quality.

- *Identify membership of the advisory/ technical panel*
- *Determine the terms of reference*

6

Set the programme

Be realistic about timing. Most design projects are complex. Take this into account in setting the programme. A complex design selection process takes between 3–6 months to set up (assembling the team, writing the brief, advertising, etc), and between 3–6 months to run (shortlisting, design, selection, appointment). Give enough time to advertise the competitive selection through OJEU (if necessary) and appropriate professional journals, which may have a long lead-in time

for publication. Design practices will require several weeks to gear themselves up to participate in a competitive process. Depending on the complexity of the brief and the type of selection process you are undertaking (see point 8), design teams should be given adequate time to prepare their submissions. EU Procurement Regulations have mandatory minimum time requirements which must be taken into consideration when setting the programme.

- *3–6 months to set up a competitive process*
- *3–6 months to run*
- *Take into account time requirements set by EU regulations*

7

Set the budget

A successful selection process requires a significant up-front investment. The budget should provide sufficient resources to manage the process on the client side (adequate staffing levels, external specialist advice). All external members of the jury should be remunerated for their work on a professional day rate. In certain cases, provision will need to be made for prize money and/or honoraria for selected designers, as well as for public relations and exhibitions. Selecting a design for an urban development could require a budget of at least £75,000–£100,000 where prize money is to be awarded.

The honorarium/fee for competing teams varies according

to the scope of work required. Where honoraria/fees are to be awarded, a minimum provision in the order of £5,000–£20,000 should be made for submitting concepts, rising to £50,000 for more complex projects. More demanding briefs may warrant higher fees that are in proportion to the work required. The Union of International Architects (UIA) recommends that the total prize money should be in the region of 1.5%–3% of the total project costs. Most design practices will make a significant loss particularly where they undertake design work; and while they recognise the risks involved, public clients should remunerate design teams appropriately and not expect them to do design work for free.

- *£75,000–£100,000 for an urban development design selection process*
- *Take account of jury and advisory/ technical panel costs*
- *Provide for design fees in accordance with the brief*
- *Take professional advice on remuneration levels*

8 Choose the type of competitive process

There are a number of options available to select a designer. These depend on the type and level of complexity of the project, how much work has been done up front, and the nature of the project brief. Key factors to consider are whether the EU Procurement Regulations apply, and whether you need to *select an appropriate design team* or whether you want to *find a design solution*.

Competitive interview to select a design team

For less complex urban projects, it is often appropriate to select a design team with the appropriate skills to work with the client steering group rather than go for a design solution. The competitive interview is well suited to these types of projects, can be a relatively quick process (a minimum of 8 weeks, rising to 14 weeks if the EU Procurement Regulations apply) and may have no significant cost implications. Following announcement in the relevant press and journals (including the OJEU where relevant), design teams are invited to submit an 'expression of interest'. This should include credentials and relevant past experience. The economic and

financial standing of prospective teams will need to be established (pre-qualification vetting). Take advice from relevant experts on which type of design practice is best suited for your project. Investigate their work through publications or their websites. Ideally, visit their buildings or completed projects before coming to a conclusion, then select a shortlist of between 4–8 design teams for interview.

The shortlist should be issued with a project brief and details of the skills required (the brief can also be issued at the outset). Design teams are invited to respond to the brief by providing a design method statement, but should not be expected to present design proposals. Shortlisted teams are interviewed for 30–60 minutes and given the opportunity to present past work and their response to the brief and to ask questions. You must be satisfied that you can work harmoniously with the chosen team. For contracts over the EU threshold, a contract award notice should be published in the OJEU following the appointment of the successful team. The team is then invited to work with the client to develop the more detailed

brief and then to undertake the design work.

Design Competitions

Where a brief is more fully developed, design competitions can be tailored to deliver clear design solutions. The type of competition is dependent on time and budget available, how well developed the brief is and whether the competition is to be used to promote the project and engage with stakeholders. In some circumstances, a design competition will constitute a 'design contest' under the EU Regulations. Before commencing a design competition, seek legal advice to determine whether it will constitute a 'design contest' and if so, the specific rules and procedures that should be followed. However, the following sets out general good practice for running a competition process.

One-stage design competitions

Expressions of interest are sought through announcement in the OJEU (for contracts over the EU threshold) and other relevant publications. Depending on the requirements of the project brief, expressions of interest may

include design method statements, examples of previous work and pre-qualification information on economic and business standing. A jury, supported where necessary by an advisory/technical panel, draws up a shortlist of design teams (between 6–8). Selected design teams are then paid an honorarium (anywhere between £5,000–£50,000+ depending on the scope of work) and given a limited time frame (6–10 weeks) to prepare design responses. The client will typically arrange for a site visit and Q&A session with shortlisted teams. To ensure fairness and transparency throughout the process, any information passed on to one competitor, must be copied to all shortlisted design teams. The advisory/technical panel and jury evaluate the submissions and a single winner is appointed to carry the project forward. Following appointment, the result of the design competition should be published in the OJEU (if EU Regulations apply).

Two-stage design competitions

In more complex urban projects, where there is a detailed brief and clear implementation

programme, it is advisable to go through a second round of shortlisting. This provides the client with a better understanding of the potential of the site with realistic options that can be tested for viability, phasing and costs. Following the first stage described above, a smaller number of design teams (between 4–6) are invited to prepare more detailed design responses. This will take a further 4–8 weeks and add extra fees for the shortlisted tenderers, but will produce more robust design proposals that can be tested against business plans and form the basis for public and stakeholder consultation. The schemes are assessed by the advisory panel and jury and a single winner is appointed to carry the project forward. The jury may consider it appropriate to also award prizes to the runner-up, in which case budget provision will need to be made. Following appointment, the result of the design competition should be published in the OJEU (if EU Regulations apply).

Competitive interview

- *Identify the design skills required*
- *Advertise the process inviting expressions of interest*
- *Select 4–8 teams for interview*
- *Overall timing 8–14 weeks*

One-stage design competitions

- *Shortlist 6–8 teams*
- *Design fees £5,000–£50,000+ per team*
- *Overall timing 14–18 weeks*

Two-stage design competitions

- *Final shortlist of 4–6 teams*
- *Additional design fees £5,000–£50,000+ per team*
- *Overall timing 21–24 weeks*

9 Clarify the submission requirements

State clearly the procedures to be followed in all stages of the selection process, what is expected in the submissions and set out the evaluative criteria. For contracts above the EU threshold, ensure that you comply with any relevant criteria prescribed by the EU Regulations. These procedures can be incorporated in the brief or included in a separate supporting procedures document. Competing design consultants will be assessed both in terms of their business standing and their suitability in terms of skills and track record. Therefore the procedures document should specify the information to be submitted, which could include examples of past work, references from recent clients, CVs of key members of the design team, accounting and auditing information and policies in place in relation to the environment and employment practice, etc.

The procedures should also set out the evaluation criteria which overall will require that value for money is achieved, but more importantly set out the criteria for assessing quality. The following provides an indication of the relevant headings that should be considered in evaluating design proposals:

Design Quality

- Integration with urban surroundings
- Optimising urban potential
- Quality of public space

- Sense of place
- Connectivity and urban grain
- Sustainability
- Environmental considerations
- Inclusive design principles
- Social inclusion
- Architectural form and expression

Delivery

- Design team structure
- Track record and experience
- Management and resources
- Key personnel
- Design methodology
- Adherence to cost and time constraints
- Value for money

In design competitions (rather than competitive interviews), the brief must be absolutely clear about the number, type and scale of drawings required, whether architectural models and computer renderings are acceptable, and what form of report is required by a given date and time. The brief should also set out the criteria for disqualification. Where EU regulations apply, they require that a competitive process should be open to all European contractors and clients should ensure that there is no discrimination against non-London or non-UK practices based on location. The brief should clearly state the name of the awarding authority and specify the contractual arrangements proposed for the project.

- *Be precise about submission requirements*
- *Set out the evaluation criteria*
- *Take professional advice at all stages*

Advertising and dissemination

Apart from the statutory requirement to advertise the procurement of consultants in the OJEU, a competitive selection process should be disseminated as widely as possible in the relevant professional press and other media. Journals such as *Regeneration and Renewal*, *Building Design* and *The Architects' Journal* are weekly publications read by over 30,000 design and regeneration practices in the country, while a wide range of urban design consultants visit dedicated websites regularly. An effective communications strategy will stimulate greater interest in the project and a higher response rate from the relevant design professions –

both in the UK and abroad. Ensure design quality is listed as a key criteria for selection in all press announcements and advertisements to promote the design aspirations for the project to potential competitors. Names of the jury members should also be included in all announcements connected with the selection process. The client steering group can alert qualified practices directly to the formal announcement of the competitive process, but only after the announcement has taken place. Such an approach should not be considered an invitation to participate but a notification that a selection process is taking place.

- *Advertise in OJEU and relevant professional press*
- *Include reference to design quality and names of jury members in all advertisements and press announcements*

Management of the process

11 Effective management and communication

Ensure that you have a team with the appropriate expertise and communications skills to manage the competitive process properly. Clear lines of communication must be

established, with a single point of contact throughout the duration of the competitive process. Queries from design teams, before and during the competitive process, should be

efficiently and openly answered. Information should be passed on to all competitors without giving any individual or group unfair advantage.

12 Holding the interviews

The smooth running of the interview and presentation stage of a competitive selection process is critical to its success. An appropriate venue and facilities must be available. Jury members should be introduced to the competitors and every effort made to ensure that design

teams are given sufficient time to set up their presentations. Design teams should be allocated 30–60 minutes to make their presentation to the jury. This should be followed by a 20–30 minute discussion between members of the jury and the design team – the jury should

then take 5–10 minutes to reflect on the presentation and record their thoughts before the next team is introduced. The advisory/technical panel, following a preliminary evaluation of submitted documents, can prepare questions in advance.

13 Evaluating the design teams and submissions

All design teams must be treated equally and evaluated as objectively as possible. Score sheets can be designed to reflect different weighting of assessment criteria. They are used to record the assessment and help reach a final conclusion and provide an appropriate audit trail. The best results are achieved through discussion and debate amongst jury members, reaching a final decision through consensus. Score sheets can provide a helpful prompt to structure these discussions but should not be a substitute. Equally,

an objective analysis by the advisory/technical panel can provide a useful backdrop for questions at the interview stage of a competitive process.

Ultimately, competitive selection is about choosing the best team and/or scheme to meet the requirements of the brief. For this reason, design quality must be given priority over other performance parameters. While deliverability, cost and viability are fundamental to the success of any project, the jury must satisfy itself that the winning team has the best design

skills or the winning scheme is of the highest design quality. To this end, it is suggested that relative weight of assessment criteria be clearly articulated in the competition brief, giving relative values to individual components of a design submission. The Aquatics Centre competition in London, for example, stipulated that 45% of the overall marks be assigned to 'design quality', with the balance split between deliverability, implementation and track record.

14**Consultation and participation**

There are different ways of engaging the public and key stakeholders in a competitive process. Before engagement commences, you must be clear about why you are doing it and what you expect to get out of the process, as well as how it fits into the overall programme for your selection process. Public participation can be facilitated through public exhibitions and

comments invited prior to the final selection by the jury. The project must be clearly set within a planning context and this must be clearly communicated to the public. Information on the public's reaction to individual schemes can be passed on and taken into account by jury members, even though the jury as an independent and experienced body will take the

final decision. Alternatively, the client may wish to display the entries only once a decision has been made. In this case, the winning scheme should be displayed in public alongside proposals from other candidates. The requirements of the brief and evaluative criteria should be included in any such exhibition.

15**Announcing the decision**

The outcome of a final jury session must be kept confidential until a formal press announcement is made by the client organisation and the participating design teams have been informed. In some cases, board-level approval of the outcome will be required from key partners in the client steering

group. The client can decide whether the jury's decision is binding in terms of awarding a contract, or whether it should recommend a number of candidates, ranked in order of preference. In all cases, the decision of a jury should be made public independently of the award of a contract and the

reasons for its decision made available to competitors in a jury report, providing them with feedback on their presentations and submissions. Ensure that the results are communicated widely and that all design teams are thanked for their involvement.

16**Post-selection monitoring**

Once the competitive process is completed, the real task of implementation begins. To ensure a level of continuity between the

selection phase and the design development, it may be appropriate to invite a design expert member of the jury or the

advisory/technical panel to act as mentor to the project, reviewing its progress regularly with other key stakeholders.

Competitive selection: indicative time lines

Milestones		
Which process?	Competitive interview	
	Where contract value below EU threshold	Where contract value over EU threshold
When used?	<ul style="list-style-type: none"> ● To select a <i>design team</i> with the most appropriate skills ● Less complex urban projects, masterplans, development frameworks 	<ul style="list-style-type: none"> ● To select a <i>design team</i> with the most appropriate skills ● Urban projects, masterplans, development frameworks
Week 1	Advertise	Despatch OJEU notice OJEU notice published Advertise
Week 2	Advert published	Advert published
Week 4	Expressions of interest deadline	
Week 5	Invite to tender	
Week 6		Expressions of interest deadline
Week 7		Invite to tender
Week 8	Tender submission Presentation interviews Selection	
Week 13		Tender submission
Week 14		Presentation interviews Selection
Weeks 15–18		
Week 20		
Week 21–24		

This table gives a general indication of some typical timeframes for conducting a competitive interview and/or design competition process.

The actual timeframes required will depend on the particular circumstances of each project and may differ quite substantially from this table, particularly if EU

Procurement Regulations apply to the project. Therefore always seek legal advice before embarking on a competitive selection process.

		Comment
Design competition		
1 Stage	2 Stage	
<ul style="list-style-type: none"> ● To select a <i>design response</i> ● More complex urban projects and masterplans where the brief is more fully developed 	<ul style="list-style-type: none"> ● To select a <i>design solution</i> ● Projects with a clear brief and implementation programme 	Current EU threshold for public sector contracting authorities is £153,376/ Euro 200,000
Despatch OJEU notice OJEU notice published Advertise	Despatch OJEU notice OJEU notice published Advertise	Outline brief, pre-qualification questionnaire, instructions, assessment criteria and key dates issued on request Adverts in professional journals e.g. Regeneration & Renewal, Building Design Alert by email
Advert published	Advert published	Outline brief, pre-qualification questionnaire, instructions, assessment criteria and key dates issued on request
		Agree shortlist of 6–8
		Full brief, tender instructions and form of contract issued
Expressions of interest deadline	Expressions of interest deadline	Agree shortlist of 6–8
Invite to tender	Invite to next stage	Full brief, tender instructions and form of contract issued Brief and instructions issued for 2-stage competition
Tender submission	Submission	Tenders/submissions assessed provisionally, interview questions agreed
Presentation interviews Selection	Presentation interviews Agree Stage Two shortlist of 4–6 Invite to tender	Full Brief, tender instructions and form of contract issued for Stage 2 tender
	Tender submission	Tenders assessed provisionally Interview questions agreed
	Presentation interviews Selection	

Appendix

Professional agencies

There are a number of chartered institutes whose members are able to assist with or participate in the competitive process. The institutes themselves can also assist clients in the preparation of competitions and provide details of design practices and individual specialists. In addition, the Urban Design Group can provide a list of companies specialising in urban design (please note that the Urban Design Group is not a chartered institute and that all urban designers should be qualified in one or more of the recognised disciplines).

If in doubt about which organisation to contact, the GLA Group can provide advice either through the A+UU, the LDA's panel of Urban Design Advisors or TfL's Urban Design and Architecture Team.

Commission for Architecture and the Built Environment (CABE) www.cabe.org.uk

Royal Institute of British Architects (RIBA) www.riba.org

Landscape Institute (LI) www.li.org.uk

Royal Town Planning Institute (RTPI) www.rtpi.org.uk

Institution of Civil Engineers (ICE) www.ice.org.uk

Royal Institution of Chartered Surveyors (RICS) www.rics.org.uk

Urban Design Group www.udg.org.uk

Urban Design London www.udl.org.uk

Greater London Authority, Architecture and Urbanism Unit www.london.gov.uk

London Development Agency www.lda.gov.uk

Transport for London, Urban Design and Architecture Team www.tfl.gov.uk

Reference documents

The following documents are recommended for both background reference to urban design best practice in regeneration and for specific advice on managing the design process and delivering design quality.

Creating Successful Masterplans, CABE (2004)

Creating Excellent Buildings: A Guide for Clients, CABE (2003)

Design Review: Guidance on How CABE Evaluates Quality in Architecture and Urban Design, CABE (2002)

Urban Design Guidance: Urban Design Frameworks, Development Briefs and Master Plans, Urban Design Group (2002)

From Design Policy to Design Quality, RTPI (2002)

Sustainable Communities: Delivering through Planning, DTLR (2002)

Planning: Delivering a Fundamental Change, DTLR (2001)

The Value of Urban Design, DETR and CABE (2001)

Urban Design Compendium, English Partnerships and The Housing Corporation (2000)

By Design – Urban Design in the Planning System: Towards Better Practice, DETR and CABE (2000)

Our Towns and Cities: The Future, DETR (2000)

Towards an Urban Renaissance: Report of the Urban Task Force, DETR (1999)

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