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| OJEU: 2012/S 69-113942**Stage 3 Mini-Competition –**  |
| **Gallions 3B****Royal Albert Basin,** **Royal Docks****Invitation to Tender** |
| **London Development Panel** |
| Client Contact: Alison Altoft, Assistant Commercial Manager**Transport for London**Email: AlisonAltoft@tfl.gov.ukPhone: 020 7126 4675On behalf of: **Greater London Authority** City Hall | The Queens Walk | London | SE1 2AA Please return your Acknowledgment of Receipt by email to the contacts above by **4pm GMT on Friday 17th March**and upload your tender document to the eTender portal by **12 noon GMT on 2nd June 2017** |

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# List of Annexes:

# Annex A – ITT Submission Documents

**Annex B – Technical Documents**

# Executive Summary

* + 1. This Invitation to Tender (ITT) is issued by the Greater London Authority (GLA) via Transport for London (TfL) to the London Development Panel members shortlisted to tender for the Gallions 3B development project in the Royal Albert Basin*.* It provides a description of the project and development proposals, the GLA’s delivery requirements, instructions to bidders (including a description of the tender process) and evaluation criteria.
		2. In 2009 the GLA’s procurement function was delegated to TfL with the result that TfL Group Procurement manages the GLA’s procurement function, which includes undertaking procurement exercises and providing tender information on behalf of the GLA.
		3. The land at Royal Albert Basin is a registered asset of GLA Land and Property Limited (GLAP), a subsidiary of the GLA. GLAP is bringing the Gallions 3B site to the market, via the London Development Panel. It is with GLAP that the preferred delivery partner will be expected to enter into contract to deliver the Gallions 3B project. For brevity and the avoidance of doubt ‘GLA’ is referred to throughout.
	1. **The Site**
		1. The Royal Albert Basin is a mixed-use business and residential area, sitting at the eastern end of the Royal Docks in the London Borough of Newham, and is a key area for strategic development. A large amount of regeneration and development has already been undertaken in the area, with a number of residential-led, mixed use schemes currently under construction and more consented.
		2. This ITT is for the Gallions 3B site (which includes land at Armada Green) andpresents prospective bidders with an exciting opportunity to provide a new residential-led scheme on the river’s edge in the emerging new quarter. The site is ideally positioned to provide a distinct waterside development, benefitting from views of the River Thames and high quality urban form of the surrounding developments. The Gallions 3B site is the area edged red on the plan at Annex B1 (the 'Site')
		3. This procurement process will secure a housing developer to deliver more homes for London. The GLA intends to select and appoint a delivery partner from the LDP, through this ‘mini competition’ tender process, who will work in partnership with the GLA to deliver the entire development to meet the requirements of the GLA and the London Borough of Newham as set out in the Tender Documentation.
	2. **Role of Developer and Delivery Expectations**
		1. The developer will be expected to enter into the standard form of LDP development agreement. We do not envisage there being any amendments required to this standard form of documentation save for consequential amendments necessary to reflect the terms of the developer's bid and those outlined further at 5.3 of this ITT .
		2. The developer will be wholly responsible for securing planning and all other necessary consents, construction, marketing, sales and letting.
		3. The developer will be responsible for security and estate management and their associated costs following the exchange of the development agreement.
		4. The developer will achieve commencement of construction promptly following receipt of detailed planning permission, with an expectation to complete the development within a reasonable timeframe once started on site.
		5. As a means of improving the appearance of the general area and maximising the use of the safeguarded river fronted land, the developer will be required to submit proposals for a temporary park/open space on the area shaded green on the plan at Annex B1 (the ‘Temporary Open Space Land’). The developer will be responsible for this Temporary Open Space Land until the proposed bridge crossing (referred to in paragraph 2.3.1) is built or the safeguarding released, or for 15 years from practical completion (whichever is the earlier). The cost of maintenance of the Temporary Open Space Land will be part of the overall project cost, and Bidders should be mindful of its temporary nature in the allocation of funding.
	3. **Basis of Transfer and Availability of Funding**
		1. The developer will offer a guaranteed minimum land value (net of all costs) for the freehold of the Site with a minimum 20% payment upon satisfaction of the conditions contained in the development agreement and thereafter a limited number of fixed payments at agreed intervals over an identified period up until practical completion. Bidders should note the intended structure of the project documentation, described in 5.3 below – with the developer entering into a development agreement that will act as an agreement for lease providing for the grant of a building lease for the Site. On practical completion of the development, the freehold will be transferred to the developer.
		2. No further GLA investment towards the delivery of the affordable housing (i.e. grant funding or recycled capital grant funding) should be assumed.
	4. **Indicative Delivery Programme**
		1. The GLA is working to the following indicative procurement programme for appointment of a delivery partner and delivery of Gallions 3B:

|  |  |
| --- | --- |
| **Stage**  | **Timing**  |
| ITT Issued | 16th March 2017 |
| Acknowledgment of Receipt by email | 4pm GMT 17th March 2017 |
| Clarification meeting with GLA & LBN | 27th April 2017 |
| Final date for clarifications | 19th May 2017 |
| ITT submission deadline | midday 2nd June 2017 |
| Tenderers final clarifications and presentation | 15th June 2017 (tbc) |
| Appointment of development partner  | August 2017 |

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# Site visits can be arranged on request. The contactable officer at the GLA for this commission is Bethan James who can be emailed at bethan.james@london.gov.uk

# Development Opportunity

* 1. **Background**
		1. The GLA is seeking to deliver a high-quality residential-led development on the Site. The Site is located adjacent to the River Thames in the Royal Albert Basin, London Borough of Newham, and is served by Gallions Reach DLR station.
		2. The Royal Albert Basin is a mixed-use business and residential area, forming the eastern end of the Royal Docks district. Over the previous 30 years a number of key facilities and institutions have moved into the area including the hugely successful Excel Centre, London City Airport and University of East London (UEL).
		3. The past 10-15 years has seen significant development along the northern side of the Albert Basin and the Royal Albert Dock. Mixed-use, residential-led development has extended steadily east from UEL along the dockside commencing with UEL’s student housing and extending to the development on the Gallions 1 site to the east of Woolwich Manor Way.
		4. Guided by a number of strategic documents focusing on the Royal Docks, further regeneration is expected to gather pace over the coming years, particularly in the Royal Albert Basin, where a number of residential-led developments are currently under construction.
	2. **Site Information**
		1. The Royal Albert Basin area is largely defined by the extensive bodies of water surrounding it, both the curve of the Thames and the Royal Albert Dock. Historically the Site has provided poor links to these major assets; however this is being addressed by current residential schemes, new pedestrian routes and the potential Gallions Thames River Crossing to the north, for which early consultation has been undertaken by TfL, though detailed designs have yet to emerge.
		2. The Site is served by the nearby Gallions Reach DLR station, being well connected by the DLR to The City and Canary Wharf, and to Stratford and Canning Town for connecting underground services. Additional information on transport infrastructure including the adjacent highway network is contained within the ‘Albert Basin Transport Feasibility Study’ contained within Annex B4.
		3. The area has a legacy of light industrial buildings, though a number of these have been replaced by residential-led, mixed use schemes in the last few years. Most notable is the redevelopment of the former IVAX site, which included headquarters for the IVAX pharmaceuticals firm and associated warehouse and ancillary structures. This has been replaced with the new Great Eastern Quays development, recently re-branded as ‘Royal Albert Wharf’ and currently under construction by Notting Hill Housing.
		4. A number of light industrial facilities remain in the area including the shed type ‘Buhler/Sortex’ building, a high-tech manufacturing facility which was granted planning permission in August 2005, as part of the Olympic relocation programme, and the brightly coloured BDM warehouse/‘Kesslers’ industrial shed housing a semi-automated Logistics and distribution facility. Both the Sortex and Kesslers businesses have been designed to integrate with proposed new social infrastructure in the surrounding development sites.[[1]](#footnote-1)
		5. It is anticipated that these social infrastructure facilities and commercial premises will increase as the large Great Eastern Quays and Gallions Quarter developments are constructed, creating a new local centre around the Gallions Reach DLR station with a concentration of retail and commercial use.
		6. In addition to this, the planning application for the Gallions Quarter development includes the downgrading of Atlantis Avenue and Gallions Road, creating a safer environment for new residents and visitors to the area. See Annex B5 & B6 for details of the approved Gallions Quarter scheme and associated road downgrading.
	3. **Gallions 3B**forms the basis of this procurement:
		1. The Site (which includes the neighbouring land known as Armada Green, some of which is safeguarded by TfL for the Gallions Thames River Crossing) is a remediated site of approximately 1Ha which benefits from river frontage. The land is adjacent to the River Thames and has a pedestrian footpath running between the river and the Site. Access to the Site is via Atlantis Avenue, formerly Gallions Way, which was re-landscaped with LDA funding in 2012.
		2. A capacity study by Maccreanor Lavington suggests that this Site would be suitable for a residential use to link the waterfront with the adjacent Great Eastern Quays development. Estimates indicate that the Site could accommodate upwards of. 100 units based on Public Transport Accessibility Level (PTAL) and previous site proposals, and incorporating some appropriate non-residential ground floor uses, with due regard to planning policy.
		3. This Site provides a key opportunity to define the final pieces of an emerging neighbourhood and maximise the potential of its connection to the adjacent Gallions Reach station, dock side and Thames Riverside. Further information on the opportunities and constraints of the Site can be found in the Maccreanor Lavington Capacity Study (Annex B3). To note, Annex B3 includes information on three sites, including Armada 2 and Gallions 4 – these other two sites are not included in this procurement.
	4. **Project Aims and Objectives**
		1. The Mayor of London wishes to create a unique high quality residential-led development, which achieves the following key aims and objectives:

**Delivery of New and Affordable Housing: Genuinely Affordable Homes for Londoners**

* + 1. In accordance with London Plan Policy 3.3 – Increasing Housing Supply; the key objective of this project is to deliver much needed private for sale and affordable homes that meet the requirements of Londoners.
		2. The GLA requires minimum of 50% affordable housing allocation (on a habitable room basis) for all development on the Site, in line with current emerging policy.
		3. Although not formally adopted, bidders should be aware of the consultation draft Affordable Housing and Viability Supplementary Planning Guidance (SPG), which includes information on the emerging affordable housing products. The draft SPG can be found at the following website:
		4. <https://www.london.gov.uk/sites/default/files/draft_affordable_housing_and_viability_spg_2016.pdf>
		5. The main aims of the SPG are to:
		- increase the amount of affordable housing delivered through the planning system
		- embed the requirement for affordable housing into land values
		- make the viability process more consistent and transparent

**Providing an Appropriate Tenure Mix**

* + 1. Within the minimum 50% affordable housing requirement there is a requirement for 1/3rd of the affordable housing to be provided at London Affordable Rent, 1/3rd London Living Rent, and 1/3rd London Shared Ownership.
		2. Guidance on the above new products can be found below and at:

<https://www.london.gov.uk/sites/default/files/homesforlondoners-affordablehomesprogrammefundingguidance.pdf>

* + 1. London Affordable Rent -London Affordable Rent homes will be subject to rent-setting guidance issued by the Social Housing Regulator and will be subject to the annual one per cent rent reductions up to 2020.
		2. For legal and regulatory purposes, the GLA views London Affordable Rent as Affordable Rent. Rents will have to be set in accordance with the Social Housing Regulator’s Affordable Rent guidance. The landlord of these homes must be registered with the Social Housing Regulator.
		3. London Living Rent *-* Although anomalous in the Beckon ward due to the rent levels London Living Rent (LLR) is a new intermediate affordable housing product, with rents based on one third of average local household incomes. It is primarily targeted at middle-income households in London’s private rented sector who are looking for a stable home at a rent that will enable them to build up savings for future shared ownership or outright purchase of a home. Further general information on LLR can be found on the GLA website:

<https://www.london.gov.uk/what-we-do/housing-and-land/renting/london-living-rent>

* + 1. The GLA has published ward-level rents on the above GLA website. The GLA will publish updated figures, at ward level, on an annual basis. The following assumptions should be used in viability appraisals:
		2. Based on the average household incomes, the London Living Rent for Beckton Ward is £671 per month for a 2 bed dwelling, further detail for 1 and 3 beds can be found on the web site set out at 2.4.8.
		3. London Shared Ownership – Current policy indicates initial rents on the unsold equity of London Shared Ownership properties can be no more than 2.75 per cent of the value of the unsold equity at the point of initial sale, and all sales must use a form of lease containing the fundamental clauses set out in the Guidance as set out at 2.4.8.

**Providing a Good Mix of Housing**

* + 1. Following the LBN’s local plan, the affordable homes are to be provided with an appropriate range of sizes.
		2. Developers should provide 30% family housing across all tenures in line with the required Local Plan Policy and mix of housing for the Royal Albert Basin area. This is required to create a ‘tenure-blind’ sustainable residential community with an appropriate distribution of accommodation.

**Delivering High Quality Housing**

* + 1. All homes on the development should comply with the London Housing Design Guide, reaching ‘Priority 2' - (or “Good Practice” in accordance with London Plan Housing SPG, March 2016) standards, more specific housing requirements below; and meet the equivalent of Code for Sustainable Homes Level 4.

**Delivering Strong Place-making Principles**

* + 1. An important objective is to knit together the remaining development sites in the area to the surrounding community, allowing for the commercial locations to function, and improving access and enjoyment of the river. The land to the north of the Site (including the Temporary Open Space Land) (see annex B1), is safeguarded for the construction works associated with the Gallions Thames River Crossing, should it come forward.
		2. This procurement includes a portion of what is currently Armada Green amenity space. The GLA is also including the Temporary Open Space Land (being a further portion of Armada 2) on a leasehold basis for landscaping and to improve the appearance of the area as well as replacing lost open space. Bidders will need to provide proposals for a temporary park/open space on the Temporary Open Space Land that will be maintainable as part of the estate at nil cost to the GLA, for 5 years from practical completion, and on a rolling basis following this. The GLA will require that a limited maintenance budget will be provided for a further 10 years following the initial 5 year period. The revenue required for this 15 years of maintenance will be set out as a separate budget line in the appraisal and will be held in an Escrow account (or similar) to ensure its investment in the Temporary Open Space Land. As noted in paragraph 4.3.4 below, the GLA intends to grant to the preferred development partner a lease of the Temporary Open Space Land for a term of 15years, terminable in the event of either grant of planning for a bridge crossing, or the release of the safeguarded area.
		3. Permanent proposals for the Site, and temporary use of the safeguarded site will need to be designed in a way that flexibly integrates with any future use, and act as a buffer to the proposed new river crossing if appropriate.

**Providing an Effective Long Term Management Strategy**

* + 1. Submissions should demonstrate the provision of high-quality and efficient long term management, embodying any suitable long term rental standards if applicable, along with a strategy for the management of the Temporary Open Space Land. The lease of the Temporary Open Space Land will be assignable (with consent) so we welcome proposals for alternative management beyond the construction period depending on the model proposed.

**Delivering Exceptional Urban Design**

* + 1. Developments should address the unique attributes of the Site and enhance the character of the River Thames, whilst also addressing the scale of the Docks and local area through use of appropriate materials. The surrounding developments are delivering high quality housing units which should be looked to as good examples of mixed use development in the area.
		2. Awareness of the isolated nature of the Site and the approach to activating public / private areas, including the temporary amenity space, should be clearly demonstrated. Bidders should establish an approach to the mixed use nature of the Royal Albert Basin area within their development proposal and how the delivery of exceptional design will benefit the delivery of the Site.
		3. The development should provide integrated open and accessible public areas with enhanced and high-quality robust materials and public realm with adequate regard to the surrounding river, connecting to the adjacent DLR station and pedestrian environment surrounding the development providing accessible pedestrian/cycling routes to the existing street and public transport.

**A Strong Understanding of the Local Context and Proposed Connections**

* + 1. The Royal Albert Basin and wider Royal Albert Dock area are going through a significant period of transformation, sitting at the cusp of urban, suburban residential, industrial and retail building types. Development should sensitively address this when designing their scheme, taking into account the surrounding developments.

**Providing Enhanced Community Infrastructure**

* + 1. The Maccreanor Lavington Capacity Study (Annex B3) refers to previous studies that set out plans for a range of community facilities from sports halls to community centres, with the vision of creating a ‘community spine’ running east west from the Thames, through the Royal Albert Basin to the university campus. Plans for surrounding Gallions Quarter and Great Eastern Quays developments have been shaped in response to these existing studies, emphasising a community spine.
		2. The development of the Site should reinforce this, and look to provide an active use at ground floor level that will complement and enhance this spine. The Bidder should explain their approach and rationale for the ground floor uses proposed within their submission.

**Delivery of High Quality Non-Residential Floorspace**

* + 1. Any non-residential floorspace should continue to achieve the same standards of exceptional urban design as the residential homes developed on-site and maximise, where possible, local job provision.

**Payment Terms**

* + 1. The Bidder will be expected to provide a guaranteed minimum land value (net of all costs). The Bidder will need to make a payment of 20% of the guaranteed minimum land value upon the satisfaction of conditions in the development agreement and thereafter a limited number of fixed payments at defined intervals over an identified period up until practical completion. Bidders should make their own proposals about the timings and number of fixed payments to be offered to GLA for a site of this size. Deferred payments will be subject to the calculation of their Net Present Value utilising the Treasury Discount Rate of 3.5%.

# Planning Overview and Policy

* + 1. Bidders should have regard to the emerging character and recently consented and developed schemes in the area, along with current and emerging planning policy and guidance as detailed in the following pages, in developing a proposal for the Site.
		2. Proposals will also need to respond to the previous strategic documents and key urban design principles of earlier masterplans, to effectively ‘complete’ these schemes, as outlined in pages 22-27 of Annex B3
	1. **Planning Policy Context**
		1. The Local Planning Authority for Gallions 3B is the London Borough of Newham (LBN).
		2. When determining planning applications, LBN will have regard to all applicable planning policies, including the National Planning Policy Framework, adopted March 2012, LBN's Core Strategy, which was adopted in January 2012, along with the London Plan: Spatial Development Strategy for London consolidated with alterations since 2011, published March 2015, and the Detailed Sites and Policies Development Plan Document 2016.
		3. The paragraphs below summarise some of the key policies that the GLA understands to be relevant to Gallions 3B. However, this overview is not exhaustive and in some cases does not contain the full detail of the various policies affecting the Site. Developers must familiarise themselves with all relevant national, regional and local planning policy.
	2. **National Planning Policy Framework**
		1. In March 2012, the Government published the National Planning Policy Framework (NPPF) which streamlines national planning policy into a consolidated set of priorities replacing Planning Policy Statements and Planning Policy Guidance.
		2. The planning system should contribute to the achievement of sustainable mixed use development with economic, social and environmental objectives. Planning policies should avoid the long term protection of sites allocated for employment use where there is no reasonable prospect of a site being used for that purpose and land allocations should be regularly reviewed. Applications for alternative uses of land or buildings should be treated on their merits having regard to market signals and the relative need for different land uses to support sustainable local communities (para 22)
		3. In order to reduce car dependency and encourage use of other travel modes development sites should provide a good level of access to:

* Jobs
* Education
* Shopping centres
* Local services
	+ 1. All developments that generate significant amounts of movement should be supported by a Transport Statement or Transport Assessment in due course as part of a planning application.
	1. **The London Plan (incorporating the Minor Alterations)**
		1. The London Plan (March 2015 with minor alterations in March 2016) sets out the Mayor of London’s strategic planning vision, and provides a strategic planning framework to guide the economic, environmental, transport and social development of London over the next 20-25 years. The plan was published in the context of continuing large scale population growth and an increasing demand for housing, and where demand for homes is predicted to significantly exceed population growth.
		2. LBN has a housing output target of 2,500 new homes per year as set by the London Plan In accordance with Policy 3.11. The draft Affordable Housing and Viability Supplementary Planning Guidance (SPG) (released as draft for consultation in November 2016) sets out further detail on affordable housing planning policy and housing products.
		3. The Royal Docks and Beckton Waterfront have been identified as an Opportunity Area with an indicative minimum capacity for 6,000 jobs and 11,000 new homes. Beckton Waterfront is also considered as a key location for river-related industries.
		4. Development proposals within the Royal Docks Opportunity Areas should:
* support the strategic policy directions for the Royal Docks Opportunity Area
* seek to optimise residential and non-residential densities and provide infrastructure to sustain growth
* contribute towards meeting the minimum guidelines for housing and/or employment capacity
* realise scope for intensification associated with improvements in public transport accessibility and promote inclusive access including cycling and walking
* support wider regeneration and integrate development proposals to the surrounding areas.
	+ 1. The Mayor of London, LBN and TfL are working together to prepare an Opportunity Area Planning Framework (OAPF) for the Royal Docks & Beckton Riverside - a key part of the [City in the East](https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/opportunity-areas/city-east) spatial plan launched in October 2015. A working draft can be downloaded at; <https://www.london.gov.uk/sites/default/files/0315_draft_royal_docks_oapf_web_low_res.pdf>
		2. This working draft sets out a series of plans indicating how the regeneration of the area can be continued and the potential to provide 25,500 new homes and 60,000 new jobs realised. The Royal Docks has a proud history at the forefront of international trade and exchange. There is enormous potential in this area to provide both a world-class business destination and new homes for a growing London. The coming of the Elizabeth Line (Crossrail) and new crossings over the Thames, such as the Silvertown Tunnel, place the Royal Docks in the vanguard of the City in the East.
		3. Other policies relevant to the Site include:
* Policy 2.13 Opportunity Areas and Intensification Areas Policy 2.14 ‘Areas for Regeneration’
* Policy 3.3 ‘Increasing Housing Supply’
* Policy 3.4 ‘Optimising Housing Potential’
* Policy 3.5 ‘Quality and design of housing developments’
* Policy 3.16 'Protection and enhancement of social infrastructure'
* Policy 3.19 'Sports facilities'
* Policy 4.4 'Managing industrial land and premises'
* Policy 5.3 ‘Sustainable Design and Construction’
	1. **LBN’s Core Strategy**
		1. LBN’s Core Strategy provides the overarching planning policy for the borough. Policy S5 of the Core Strategy considers Beckton as having capacity to deliver 1,600 new additional dwellings with the majority of these to come forward on strategic sites. Additionally, ‘Albert Basin’ (S19) has been identified as a strategic site within the wider Beckton area. Policy S19 is relevant to the Site and states:

“New housing around Albert Dock Basin will consolidate existing residential development, with a new local centre focused around Gallions Reach DLR station, providing day-to-day shopping, health, education and community uses. North of Armada Way new development will be employment-led and consistent with Strategic Industrial Locations (SIL). Residential development will be focused around the southern end of the Site, with some B1 business space, building on links with UEL and Royal Albert North. Legible walking and cycling routes should be provided through the Site from the DLR station to the waterfront. Indicative residential typology - medium density medium family.”

* + 1. The Core Strategy also requires improvements to the public realm and overall standard of design in the area, in addition to improvements to sustainability and efficiency though use of the Thames Gateway Heat Network.
		2. Further information can be viewed via the LBN website:

[www.newham.gov.uk/Documents/Environment%20and%20planning/CoreStrategy2004-13.pdf](http://www.newham.gov.uk/Documents/Environment%20and%20planning/CoreStrategy2004-13.pdf)

* 1. **Other relevant documents**
		1. (The GLA and LBN’s) Royal Docks Parameters for Development: This document published in 2011 sets out the principles for coordinated development across the region. It notes that the objective for the area is to consolidate the existing community with further residential-led schemes.
	2. **Planning consents on the Site**
		1. There are no live planning consents on the Site that the GLA is aware of.
	3. **The East London Green Grid**
		1. The Site is located within one of 3 major projects in the east London Green Grid known as the Cross River Park. This initiative (supported by several stakeholders including the Mayor of London, LBN and the London Borough of Greenwich) plans to provide an extensive network of linked green spaces in an area of Metropolitan Park deficiency, safeguarding open space as a public amenity. These green spaces are based around existing high quality but marginal riverine landscapes on both sides of the river.
		2. Development of the Site should incorporate green infrastructure and act as an entry point into the northern Cross River Park network. Any public open spaces in the Royal Albert Basin should contribute to and act as a gateway to Cross River Park, as well as deliver part of the riverside walk.
	4. **Current development schemes/ projects in the area**

**Built:**

* + 1. *Armada 1 and Gallions 3*

The GLA has retained a residual interest in both sites following the relocation from the Olympic Park of Kessler and Buhler Sortex to newly constructed facilities on Armada 1 and Gallions 3. The facilities were constructed in 2010 and together they employ over 100 people.

* + 1. *Gallions 1*

This is a completed residential scheme of 447 units, completed in 2011 in which the GLA retains the residual freehold of a long lease to Gladedale.

* + 1. *Gallions Park*

This site has been disposed of on a freehold basis to Jardine Motor Group. Construction of a Porsche garage is complete, which includes seven traineeships and around 65 jobs.

**Under Development:**

*Great Eastern Quays*

* + 1. *This* site of approximately 5.3 Ha is held on a residual freehold basis by the GLA and is on a long lease to Notting Hill Housing (NHH); architects Maccreanor Lavington, phase 2 architects Fielden Clegg Bradley Studios. The hybrid planning permission (part outline and part full) was approved in December 2013. Phase 1 is near completion for 819 residential units with ancillary leisure and retail use. The scheme has an estimated completion date of 2022.

*Gallions Quarter*

* + 1. The site of approximately 3.4 Ha is subject to a development agreement to NHH; architects Maccreanor Lavington. The hybrid planning permission (part outline and part full) currently with resolution to grant, secured planning for 292 units in phase 1 with proposals for 447 in later phases. It is due to start on site in May 2017 and has an estimated completion date of 2021.

*Gallions 3a*

* + 1. One Housing Group was granted planning permission in December 2012 for 89 units on the site, and is near completion.

*National Grid site*

* + 1. TfL has recently purchased part of the former National Grid site to the north of Gallions Reach station and the Armada 2 site. This is for the potential expansion of the DLR depot.
		2. More detail on the surrounding development sites can be found on page 28 of Annex B3.
	1. **Key Planning Principles**
* The developer is required to engage in discussions with the Local Authority, specifying pre-application consultation (by entering into a PPPA) and determination processes.
* The developer will be expected to partake in design reviews involving the GLA and LBN at both concept and detailed planning stages including engaging with LBN’s Design Review Panel and engage with Members Forum at an early stage of the process.
* The Core Strategy and initial discussions with LBN Planning have outlined a list of key issues and principles for the two sites, which are included in Annex B7.
	1. **Community Infrastructure Levy (CIL)**
		1. The Mayor of London’s CIL Charging Schedule has been in operation from 1 April 2012. This CIL is intended to raise £300 million for the delivery of Crossrail. The Charging Schedule prescribes a charge of £20 per square metre for Newham. Furthermore, development on the Site will trigger Newham Council’s own CIL which was formally introduced from the 1st January 2014. Bidders should have regard to the CIL charging schedules of both London Borough of Newham and the Mayor of London.

# General site constraints and considerations

* + 1. The Site has a number of constraining factors that should be taken into consideration when designing the scheme and the below information is not exhaustive. Constraints include the safeguarded zone for a potential Gallions Reach River Crossing and below ground services. The GLA will be looking for an innovative approach to the proposed massing, maximising the development opportunity in response to these constraints. The Maccreanor Lavington Capacity Study gives more detail and includes a number of plan drawings to illustrate site constraints (Annex B3), though again, this is not exhaustive.
		2. Bidders are expected to review the title information included at Annex B2 and adequately satisfy themselves as to any possible risks.
	1. **TfL Safeguarding for the Gallions Reach River Crossing**
		1. A significant amount of land to the north of the Royal Albert Basin is currently safeguarded for the proposed Gallions Reach River Crossing. This proposal, to form a significant strategic crossing from Beckton to Thamesmead, is indicated on drawings in various forms as early as the 1980s. The crossing would connect the north and south of the river to improve access and opportunities for business and residents in east London. Consultation for this crossing ran from December 2015 until March 2016.
		2. The proposed crossing is currently indicated to the north of Gallions 3B, with an associated zone also safeguarded for construction compounds. This zone is based on the LBN's Core Strategy Proposals Map of October 2012. See page 44-45 in Annex B3.
		3. Proposals for the Site will need to demonstrate a clear understanding of future requirements to the safeguarded area, and consideration given to the scale of the potential crossing including the visual, noise, vibration, ground movement and traffic impacts than can reasonably be expected.
		4. The inclusion of Armada Green will result in a net loss of amenity space in the area. Bidders should outline how they would mitigate this through temporary landscaping of the Temporary Open Space Land. Since this area is safeguarded it will be leased on a short term basis; this aspect cannot therefore form the permanent open space provision for the proposed permanent scheme. The level of investment in the landscaping should reflect its temporary nature.
		5. We anticipate offering the preferred development partner a leasehold interest in the Temporary Open Space Land for a term of 15 years, terminable in the event of either grant of planning for a bridge crossing, or the release of the safeguarded area.
	2. **Underground servicing and drainage**
		1. The extent of below ground services is indicated in the constraints plan (page58 Annex B3)
		2. A rising main runs north/south under Gallions 3B, across the western side of the Site. A number of services including HV electricity cable, water main and BT cable run in the footway of Magellan Boulevard along the western edge of Gallions 3B, and there are further services (including a storm water drain) running east-west at the north of the Site.
		3. Developers will need to pay regards to their positioning when setting out their proposals for the Site.
	3. **Noise**
		1. The area is in close proximity to London City Airport. Noise resulting from aircraft movement will be a consideration for any proposed development. Although the flight path to the runway passes to the south of the Site, the majority of take-offs from London City Airport are in a westerly direction (away from the area) which reduces the noise levels on site.
	4. **Riverside Safeguarding Zone**
		1. There is a Riverside safeguarding zone along the eastern boundary of Gallions 3B. This means that access to the river wall is required at all times for large maintenance vehicles by the Environment Agency (EA) (see capacity study).
	5. **Flood Risk**
		1. The Site sits within the Environment Agency’s ‘Flood Zone 3’, and the EA has confirmed that the Site is considered to be protected by the existing tidal flood defences along the line of the riverbank (see plan on pg 51 of Annex B3). Furthermore the EA has in place the Thames Estuary 2100 plan to maintain flood protection through the rest of this century.  As with any defended site, there remains a small risk of overtopping or breach in the tidal defences and the Flood Risk Assessments which will be required for the Site should assess the risk of a breach/overtopping and include any measures needed to mitigate the impacts of such an event.  This requirement is common practice for development sites within the defended Thames tidal floodplain.
		2. Although the flood risk is considered to be well managed, any proposed development within the Royal Albert Basin area should be designed to ensure the minimum impact to the Site during any event including the residual breach of defences. All development is therefore to be set at a minimum level of 4.05m AOD, with all habitable areas at a minimum of 7.37 AOD (to ensure all sleeping areas etc. are 300mm above the 1 in 200 year plus climate change event). Flood resilient construction techniques should be considered for the ground floor and any basement areas will require careful design to ensure their safety and ease of recovery after any flood event, again these are common practice requirements for sites within the defended Thames tidal floodplain.
	6. **Radar Mast**
		1. An existing radar mast is located at the north-eastern corner of the Site, on the Armada Green portion, along the Thames river edge. This facility, a Port of London Authority (PLA) asset, provides a link for data back to the PLA Thames Barrier Navigation Centre which coordinates the navigation of vessels through the Thames Barrier. The title information at Annex B2 does not identify any formal rights to the PLA, however, the PLA require access the Site on a regular basis for maintenance purposes and this access would need to be maintained as part of the permanent development.
		2. Information received from the PLA has confirmed that the link has been raised to a height of 60m, following planning approval of the Great Eastern Quays development. An 8m buffer zone is required around the radar mast site. The radar mast should therefore not impose any additional height restrictions on development at Gallions 3B beyond those imposed on the adjoining developments.
	7. **Transformer Chamber**
		1. An existing transformer chamber, under a 99 year lease, assumed to be to UK Power Networks, sits within part of the Site. It is assumed that additional underground incoming services may exist in relation to the transformer chamber though only a single electricity cable is indicated on current drawings. Information from EDF indicates vehicle, personnel and cable access as being from the north of the transformer chamber, across the north of the Site. Ventilation to the rear of the facility, in the direction of the radar mast, is also noted as required.

# Structure of the Transaction and Governance

* + 1. Given the importance of the development opportunity in creating a cohesive sense of place, the Mayor of London is keen to identify a delivery partner the GLA can work closely with to refine and deliver a scheme that meets the aims and objectives.
		2. The Governance of the project should be considered in two stages:
		3. 1) The Competition Stage

Bidders will be given the opportunity to meet the key stakeholders GLA, and LBN for one clarification session during the ITT stage. The purpose of these sessions will be for bidders to share ideas and test whether they are meeting the objectives of the brief and for the stakeholders to challenge the bidders on anything that may limit the success of the scheme.

* + 1. 2) The Delivery Stage

A Steering Group will be established with GLA, LBN and the development partner that will meet on a monthly basis or as required. The Steering Group will provide strategic monitoring and guidance in relation to the development. The project will be directly managed by a designated development manager from the GLA’s Housing and Land Directorate, with oversight from the Principal Development Manager in the GLA's Strategic Projects and Property Team.

* 1. **Project Team**
		1. The delivery partner will be expected to establish an appropriately skilled and experienced team to manage the planning and delivery of the scheme.
		2. Bidders are not required to work with consultants that are selected from any specific framework and can engage legal and property support during the procurement and disposal.
	2. **Project Partners**
		1. Aside from the GLA, LBN is the other main project partner. As the local planning authority, LBN has already provided advice and support for the proposals to ensure they meet with their aspirations for the Site. LBN will continue to have a crucial role in relation to the planning and design.
	3. **Project Documentation**
		1. The standard form of legal documentation will be modified to provide for some project specifics and will include:
		2. Programmed milestones linked to delivery of outputs and development stages (obtaining planning etc.).
		3. The Development Agreement (DA) (based on the LDP form) will also function as an agreement for lease providing for the grant of a building lease (also following the LDP form).
		4. The freehold of the Site will be transferred to the selected Developer (or purchasers) following practical completion, payment of all guaranteed minimum land value and discharge of all obligations under the DA.
		5. The DA will be conditional upon the grant of outline planning permission (the ability to appeal a failed planning application will be provided for in the drafting).
		6. There will be a further short term lease of the Temporary Open Space Land. This will be assignable with consent in the event developers are able to suggest innovative management structures.
		7. Additional conditions will trigger the grant of the building lease. These will cover reserved matters approval, agreement of the programme and milestones for delivery of the scheme and evidence that the developer has necessary funding in place.
		8. The relevant development strategies to be delivered will also need to be approved and compliance with the quality standards demonstrated.
		9. Provision for the steering group governance will be included.
		10. Project specific title matters (where relevant) will also be included.
		11. The selected developer will be expected to meet the reasonable legal costs of the GLA in administering the DA once in contract.

# Selection of a Delivery Partner

* + 1. This section of the ITT summarises the delivery requirements for this project and the assumptions you should use for your bid.
	1. **Delivery Partner Selection**
		1. The Delivery Partner will be selected based upon the information provided within its tender only. Bids will be evaluated in accordance with the evaluation criteria and methodology set out in Section 7.
		2. It is essential that the Bidder provides a submission that is set out in the clear distinct sections that address each of the following information needs. It is a requirement of this Tender process that the submissions comply with the limits and document sizes specified. Failure to do either of these may result in a tender being disqualified from the assessment process.
		3. Any additional text over and above the defined page limits will be ignored. The overall quality of your submission, based on the use of plain concise English, clarity of diagrams, legibility, ease of reference, structure, layout and clarity of communication can impact positively on scores achieved. The submission must be set out in A4 format (unless otherwise stated) in font size 11, no less than single spaced and structured as set out below:

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Evaluation Factor** | **Section** | **Page Limit** |
|
| **A** |  Quality | A.1 Project Team Approach /Project Management  | 3 sides of A4 |
|   |   | A.2 Scheme Proposal and Design Approach inc. landscaped areas | 7 sides of A4 (plus minimum 3no. A3 drawings) |
|      |     | A.3 Approach to Gaining Planning Permission | 2 sides of A4 |
| A.4 Construction Strategy | 2 sides of A4 |
| A.5 Long Term Management Proposal | 2 sides of A4 |
| A.6 Project Risk Management | 2 sides of A4 |
| A.7 Programme | 2 sides (may be A3) |
|  **B** | Commercial | B.1 Sales, Marketing and Letting Strategy  | 2 sides of A4 |
|   |   | B.2 Approach to Securing Funding | 2 sides of A4 |
|  **C** | Financial | C.1 Land ValueC.2 Overage | n/a |

* + 1. Bidders must also respond to the questions in [9.8, 9.9 and 9.11] (Mandatory Information).
	1. **Submission Requirements**
		1. Bidders should note the below requirements and provide a written statement which backs up all assumptions. Where values are not sufficiently substantiated or deemed unrealistic, the GLA reserves the right to award zero marks for the question.

**Section A - Quality Requirements**

* + 1. The Quality section will test the Bidders tenders in relation to the project aims and objectives as set out in section 2.4, submissions should be structured into the following sections.

A.1 Project Team Approach/Project Management – maximum 3no. sides A4

* + 1. Please set out your project team approach and project management methodology. Submissions should provide:
		2. - full details of the project team and their qualifications and experience in order to design, plan, and deliver this exciting development opportunity;
		3. - a resource chart and organogram, clearly indicating the individuals within your organisation or consortium whom will play a lead role in the delivery of the project;
		4. - CV’s demonstrating relevant experience and suitability for this project (though these may be excluded from the page limits);
		5. - information on how you intend to work with the key project stakeholders to define the project -objectives and achieve buy in and approval at key stages of the project;
		6. - details of any professional consultants and sub-consultants that you intend to engage on this project and the contractual arrangements that you will put it into place;
		7. – confirmation of provision of warranties from consultants and sub-consultants in favour of GLA .
		8. In the use of consultants, appropriate consideration should be given to the appointment of a suitable architect design team. The Mayor of London has procured the appointment of a TfL/GLA Architecture and Urban Planning Framework, in particular relevance to the development of high-quality architecture and urban design: Lot 2 - “Architecture”; and Lot 3 - “Site Masterplanning & Development Feasibility”, however it is not mandatory to use this panel.
		9. In certain specific circumstances, as set out in the LDP Framework Agreement, delivery partners may choose to work with other organisations with the ability to deliver a specialist offer as a consortium. Any Bidder choosing to do this must include a clear organisation chart detailing the relationships and structure between the parties, along with a statement of how knowledge will be shared between members and details of the risk sharing arrangements within the consortium.
		10. A.2 Scheme Proposal and Design Approach – maximum 7no. sides (plus minimum 3no. RIBA Stage 2 Drawings which can be at A3)
		11. Please set out your scheme proposal and design approach. You should detail your approach to ensuring that the architecture and design of the scheme will achieve the project’s aims and objectives set-out within this document (particularly the aims and objectives in section 2.3). Critically you must demonstrate:
		12. - a clear understanding of the site constraints; and how you will respond to the key challenges, specifically the Gallions River Crossing and underground services;
		13. - use of innovative methods of delivery, possibly including Modern Methods of Construction (MMC) to develop the Royal Albert Basin as a new residential community;
		14. - how your design meets the Project Aims and Objectives (see Section 2.4), including the provision of affordable homes
		15. - provision of adequate site development analysis and a site layout that indicates the quantum, mix, and overall quality of development that makes a viable and exemplary scheme;
		16. – a landscape design that includes the temporary use of the Temporary Open Space Land to provide amenity space.
		17. Responses should include a Design and Access statement and, as set out above, a minimum of 3no. legible drawings to RIBA stage 2 (which may be A3) that illustrates and explains your approach to:
		18. **Use** – provide details of the housing tenure mix, distribution and any details of ancillary non-residential uses and how they will enhance and support the emerging Royal Albert Basin local centre;
		19. **Amount** – How much would be built on the Site including appropriate housing typologies and density for the Site, the number of housing units, including affordable housing, and ancillary non-residential floor space proposed;
		20. **Design and Sustainability** – How this development will meet design standards including London Housing Design Guide and requirement for all residential units must achieve the equivalent of Code for Sustainable Homes Level 4. Any non-residential elements of the Development will be required to meet the "Very Good" standard within BRE's BREEAM scheme or equivalent, with an aspiration to meet the "Excellent" standard;
		21. **Layout** – How the buildings and public and private/semi private spaces will be arranged on the Site, particularly in considering the relationship with the river and safeguarded land and a potential future river crossing to the north of the Site. The relationship to surrounding buildings, public spaces and infrastructure will also be considered;
		22. **Scale** – Size of buildings and spaces (their proportions in height, width and depth) and also outline how you will ensure that the scale of the development is in accordance to planning/development restrictions and the objectives;
		23. **Landscaping and Public Realm** – How open spaces, both within the development and on the Temporary Open Space Land, will be treated to enhance and protect the unique character and environment of the place and provide public and private amenity, integrating accessible routes within the existing street and pedestrian network, and to the river and river walk;
		24. **Build Quality and Appearance** – What the building and spaces will look like, for example, building materials and architectural details compliant with relevant design/construction standards;
		25. **Connectivity** – How this development will provide clear, safe, permeable structures that significantly improve the directness, visibility and quality of pedestrian access to public transport, general road access and local movement (walking and cycling);
		26. **Accessibility** – The development should be fully accessible to disabled people and meet the principles of inclusive design (compliance with London Plan Policy) as set out in the Supplementary Planning Guidance "Accessible London: Achieving an Inclusive Environment";
		27. **Amenities** – Identify any unique architectural design and housing layouts, shared and serviced amenities and characteristic(s) that respond to the site constraints;
		28. **Public Realm** - The development should support and strengthen the connections, legibility of routes and amenity provision from Gallions Reach DLR station to the river and to the adjoining development sites.

A.3 Approach to Gaining Planning Permission – maximum 2no. sides A4

* + 1. Please outline your approach to gaining planning permission. Achieving planning permission is one of the key conditions included within the development agreement. A strategy for the approach to gaining planning consent(s) for the proposed development should be provided. Bidders should set out:
		2. - your approach to achieving planning permission identifying the key stages of the process, any challenges and how these would be overcome;
		3. - a clear approach to the required minimum provision of affordable homes on the Site;
		4. - an appropriate planning strategy and application process;
		5. - how any subsequent applications or reserved matters would be dealt with;
		6. - a review of all relevant material related to the Site and undertake due diligence on the site conditions and planning requirements;
		7. - how the residential development meets the standards outlined within the London Plan and the LBN affordable and family housing policy (within the Local Authority Core Strategy), along with the requirements of the London Housing Design Guide, (refer also in conjunction to the London Plan – Housing SPG, March 2016);
		8. - an approach to community and stakeholder consultation considered critical to the pre-application and planning application process;
		9. - any mitigating measures to ensure planning risks are proactively managed throughout the project delivery.
		10. The responses will be reviewed by LBN and commentary will be sought from LBN's planners with regards to any proposals for the Site.
		11. If you believe that any particular element of the development is unable to achieve required planning targets, this should be identified and explained.

A.4 Construction Strategy – maximum 2no. sides A4

* + 1. Please set out your construction strategy which should include:
		2. -
		3. - your approach to the construction of the specific development including access, supply chain, including any technical constraints, e.g. services connections, crane height restrictions, proximity to river, and how you will overcome them;
		4. - identification of any unique aspects in the construction of the development, which may include the use of MMC, that respond sensitively to the constraints. This should include the necessary servicing, highways constraints, proximity to the river and airport, and any future working alongside other contractors, e.g. associated highways and construction teams for the Gallions Quarter development.

A.5 Long Term Management Proposal – maximum 2no. sides A4

* + 1. Please set out a Long Term Management proposal which:
		2. Demonstrates a deliverable and sustainable management structure for the residential and any non-residential parts of the scheme
		3. Is well structured and ensures that the overall high-quality external and internal public environment is maintained. The structure should be clear and proportionate to the nature of the project and must actively promotes inclusion, through the accessible design of public realm
		4. Gives details of the estate management and long term stewardship for the development.
		5. Provides an explanation of any exit strategy including drawdown of any freehold interests; this should include any details of service charge arrangements between any mix of uses and units.
		6. Explains the approach to general public access through improved connectivity within and beyond the development and where management of the scheme actively promotes inclusion, through the accessible design of public realm, and does not create a gated community or privatised area.

A.6 Project Risk Management – maximum 2no. sides A4

* + 1. Please set out a Risk Management Plan for the proposed scheme. This should include all the key project risks and required approvals from appointment as preferred delivery partner. The risk register should be sub-divided into different stages of the project and include a clear description, the proposed mitigation/action and any associated costs, time delays etc. and the risk owner.

A.7 Programme – maximum 2no. sides, may be A3

* + 1. Please set outa fully detailed development programme for the life of the scheme identifying all of the tasks required to be undertaken at each stage of the development process.
		2. Programmes should be realistic and achievable but should seek early delivery and also look to make time savings where achievable.
	1. **Section B – Commercial Appraisal Requirements**
		1. The Mayor of London seeks to appoint a delivery partner who is able to fund and deliver this scheme with an appropriate funding strategy.
		2. B.1 Sales and Marketing Strategy – maximum 2no. sides A4
		3. Please submit an outline Sales and Marketing Strategy demonstrating how the anticipated disposal programme will be achieved for the respective tenures provided within the scheme.
		4. Please provide supporting evidence and information to demonstrate value assumptions based on evidence from other comparable developments in the area or any other schemes elsewhere that show similar characteristics to this where possible.
		5. Provide details of how the homes will be marketed and any strategy to distinguish specific enhancements made between tenures or units.
		6. Please also provide details of how any non-residential floor space will be marketed and supporting evidence and information to demonstrate demand and how the proposal represents a viable proposition, with particular emphasis on the supply arising from surrounding developments.
		7. B.2 Approach to Securing Funding – maximum 2no. sides A4
		8. Please outline an approach to securing funding. This should include evidence of how funding for the project is to be sourced and secured and any commitment that there is by funding partners. It should detail the proposed structure of the funding including the:
		9. - level of any debt required;
		10. - expected terms of loan facilities to be incorporated in the structure;
		11. - equity returns sought by all parties investing in the structure.
		12. Where the intention is to self-fund from internal resources or with institutional investors, Bidders are required to provide a letter from their Financial Director (or equivalent) evidencing that the funding is available, providing details of the facilities and headroom available within the funding sources to be utilised.
		13. Bidders should include details of the security package that it proposes to provide to the GLA for the Bidder's obligations under the development agreement and building lease (using the template guarantee/security documents agreed as part of the LDP Framework arrangements). Where the Bidder is proposing to provide a parent company guarantee (PCG), confirmation of this should be provided by way of a board minute authorising signature of the PCG.
	2. **Section C – Financial Offer**
		1. This section of the ITT will be evaluated with reference to the table in Section 7.3.
		2. Bidders should note the two components of this score:

1) Guaranteed minimum land value for the Site; and

2) Overage offer

* 1. **C.1 Guaranteed minimum land value for the Site**
		1. Having regard to the above requirements and the terms of this ITT, GLA invites Bidders to submit financial proposals, to develop the Site in accordance with the delivery requirements, on the basis that they will be required to enter into a development agreement with GLA that will become unconditional on the grant of planning consent and satisfaction of all other pre-conditions.
		2. Bidders are required to submit their offers on payment terms with the option of a series of fixed/guaranteed payments including a minimum of 20% of the land value paid upon satisfaction of conditions in the development agreement.
		3. In the interest of transparency, Bidders are required to set out the cost for maintaining the Temporary Open Space Land for the duration of the 15 year lease as a clear line in the appraisal, to be ring-fenced for on-going maintenance.
		4. For the avoidance of doubt, appraisals will be scored on the net financial offer, taking into account all Temporary Open Space Land maintenance costs.
		5. Having regard to the delivery requirements developers should explicitly state the level of their offer and expressly provide details of the timing and quantum of each payment. The payments are to be fixed/guaranteed sums which will be assessed on net present value, payable in accordance with the dates that they fall due before practical completion. Deferred payments will be subject to the calculation of their Net Present Value utilising the Treasury Discount Rate of 3.5%.
		6. The land value stated in the tender will constitute the guaranteed minimum price for the land and the Bidder must be prepared to contract with the GLA on the basis of that offer. The Bidder will be expected to enter in to a development agreement with GLA which will become unconditional on achieving the grant of outline planning consent.
		7. As the Bidders’ financial offer is to constitute the guaranteed minimum land value for the Site. Where a Bidder considers that further technical or legal/title due diligence is required the Bidder should explicitly identify each area of technical due diligence that is required, the cost for the item that has been allowed in its development appraisal and provide confirmation that the cost allowance is capped such that any increase in the cost would be the Bidder's risk. It is expected that, following the completion of any technical due diligence any saving would accrue back to GLA.
		8. When responding to this section, Bidders are to provide the following:
		9. - An explanation of the financial offer, including key dates and all input assumptions made based upon the identified payment structure;
		10. - Confirmation of the dates on which payments will be made to GLA and the quantum of each payment;
		11. - A full detailed financial model/development appraisal and cashflow supporting the financial offer for the Site with the capitalised cost of the Temporary Open Space Land as a clear budget line.
		12. - A summary of the assumptions and outputs in accordance with the spreadsheet (see Annex A3 - Development Appraisal Summary) of the ITT. All summaries should include the following:
	+ Total GIA (m2) and NSA (m2) of development, broken down by tenure
	+ Estimated Scheme Revenues. This should be broken down by private and affordable housing.
	+ Estimated Scheme Revenues, including any proposed tenant incentives for the non-residential floorspace
	+ Development specification and cost plan broken down to include:
		- infrastructure costs,
		- abnormal costs,
		- elemental breakdown of construction costs,
		- S106/CIL,
		- professional fees,
		- marketing and legal costs.

Costs should be broken down on a GIA (m2) basis.

* Finance cost and interest rate assumptions
* The percentage development return Design, Build, Sales and Rental Programme
	1. **C.2 Planning and Revenue Overage**
		1. Please propose an appropriate Planning and Revenue Overage in line with the following:
		2. Revenue Overage – A 50% share of any increase in net sales values achieved above an agreed threshold sales rate per sq ft. The Bidder is to explicitly confirm the proposed threshold sales rate per sq ft as this will then be considered as part of the scoring of the financial section.
		3. Planning Overage – A payment based on an agreed land price per sq ft for any increase in net saleable area of private residential accommodation above that proposed in the bid submission. The Bidder is to explicitly confirm the proposed land price per sq ft as this will then be considered as part of the scoring of the financial section.
		4. For the avoidance of doubt, Bidders should note that the overage will form part of the scoring of financial evaluation alongside the guaranteed minimum land value for the Site.

# Evaluation Criteria

* 1. **Stage 1: Evaluation**
		1. Each Tender will be checked initially for compliance with all requirements of the ITT. During the evaluation period, the GLA/TfL reserves the right to seek clarification in any form, from any or all of the Bidders, to assist in its consideration of their Tenders.
		2. The Tenders are to be evaluated against the following pre-determined award criteria, which will enable the most economically advantageous Tender to be selected:

|  |  |  |  |
| --- | --- | --- | --- |
| **Evaluation factor** | **Relative Weighting** | **Weighting** | **Component** |
| **A. Quality** | 40% | 5% | A.1 Project Team Approach /Project Management |
| 20% | A.2 Scheme Proposal and Design Approach |
| 2.5% | A.3 Approach to Gaining Planning Permission |
| 2.5% | A.4 Construction Strategy |
| 2.5% | A.5 Long Term Management Proposal |
| 2.5% | A.6 Project Risk management |
| 5% | A.7 Programme |
| **B. Commercial**  | 20% | 10% | B.1 Marketing and Letting Strategy  |
| 10% | B.2 Approach to Securing Funding |
| **C. Financial Offer** | 40% | 35% | C.1 Land Price |
| 5% | C.2 Overage Thresholds |
| **Total** | 100% | 100% |  |

* 1. **Evaluation methodology for Quality and Commercial factors**
		1. The analysis of the Quality and Commercial factors (60% of the overall score) will be carried out in accordance with the evaluation matrix below.

|  |  |  |
| --- | --- | --- |
| Score | Classification | Definition |
| 0 | **Unacceptable response** (failure in all significant areas)  | Completely unacceptable submission which fails in all significant areas and/or fails to provide any detail or evidence of the Bidder’s ability to meet the objectives and/or deliver the requirements and/or the response is incomprehensible. |
| 1 | **Unsatisfactory response** (potential for some compliance but very major areas of weakness) | Substantially unsatisfactory submission which fails in several significant areas to set out a solution that addresses and meets the requirements: little or no detail may (and, where evidence is required or necessary, little or no evidence) have been provided to support and demonstrate that the Bidder will be able to meet the objectives and/or considerable reservations as to the Bidder’s understanding of and/or the extent to which the proposals will deliver the requirements.  |
| 2 | **Partially acceptable response** (one or more areas of major weakness) | Weak submission which does not set out a solution that fully addresses and meets the requirements: response may be basic, with limited detail (and, where evidence is required or necessary, with insufficient evidence) provided to support the solution and demonstrate that the Bidder will be able to meet the objectives and/or some reservations as to the Bidder’s understanding of and/or the extent to which the proposals will deliver the requirements.  |
| 3 | **Satisfactory and acceptable response** (substantial compliance with no major concerns) | Submission sets out a solution that largely addresses and meets the requirements, with some detail (or, where evidence is required or necessary, some relevant evidence) provided to support the solution; minor reservations as to the Bidder’s understanding of and/or the extent to which the proposals will deliver the requirements or weakness in a few areas of the solution.  |
| 4 | **Fully satisfactory /very good response** (fully compliant with requirements). | Submission sets out a robust solution that fully addresses and meets the requirements, with full details (and, where evidence is required or necessary, full and relevant evidence) provided to support the solution; provides full confidence as to the Bidder’s understanding of the requirements and that the proposals will deliver the requirements.  |
| 5 | **Outstanding response** (fully compliant, with some areas exceeding requirements) | Submission sets out a robust solution (as for a 4 score – above) and, in addition, provides or proposes additional value and/or elements of the solution which exceed the requirements in substance and outcomes in a manner acceptable to the GLA; the proposals and the evidence submitted in support of those proposals not only provides full confidence as to the Bidder’s understanding of the requirements and that the proposals will deliver the requirements but that these requirements will be exceeded.  |

* 1. **Evaluation methodology for the Financial Offer**
		1. The analysis of the Financial Offer (40% of the overall score) of each tender submission will involve:
		2. - Completing a comparative analysis of each financial offer, including an evaluation of their proposed sales values, construction costs, land value, overheads and profit etc.;
		3. - The financial evaluation will assess each tender based on the total Net Present Value of the fixed/guaranteed deferred payments and will then consider separately the overage thresholds;
		4. - The approach to scoring the financial offer will be formula based as set out in the detailed financial evaluation matrix below;
		5. - The overages will be reviewed and scored based on the most advantageous threshold or payment amount.

### EVALUATION METHODOLOGY & CRITERIA

**Section C – Financial Offer (40% of Overall Score)**

| **Project Delivery** **Sub-Criteria (and details of requirements tested)** | **Max Score**  | **Weighting** | **Minimum Response Required**  | **Background / Explanatory Notes** |
| --- | --- | --- | --- | --- |
| **Level of financial offer to the GLA**Net Present Value of capital receipt(s) to the GLA. | 35% | 35% | You must provide:* An explanation of your financial offer, including key dates and all input assumptions made based upon the identified payment structure.
* Confirmation of the dates on which payments will be made to GLA and the quantum of each payment
* A full detailed financial model/development appraisal and cashflow supporting the financial offer,
* A detailed explanation of your approach and structure to the delivery of the respective tenures included in your scheme
* Please produce a summary of assumptions and outputs in accordance with the spreadsheet attached at Annex A of the ITT. All summaries should include the following:
1. Total GIA (m2) and NSA (m2) of development, broken down by tenure
2. Estimated Scheme Revenues. This should be broken down by private and affordable housing.
3. Estimated Rental Values of any PRS Units together with any rental growth assumptions that have been adopted.
4. Details of the assumed management and maintenance costs and all such other costs as may be applicable together with an estimate of the assumed net rent.
5. Development specification and cost plan broken down to include infrastructure costs, abnormal costs, elemental breakdown of construction costs, S106, professional fees, marketing and legal costs. Costs should be broken down on a GIA (m2) basis.
6. Finance cost and interest rate assumptions
7. The percentage development return
 | Please see note below for further guidance and proposed scoring of the Financial Offer: **Level of financial offer to GLA**The financial evaluation will assess each tender based on the total Net Present Value of the fixed/guaranteed deferred payments, in accordance with each developer’s payment structure and timing of the payments. GLA will calculate the Net Present Value of the payment structure utilising the Treasury Discount Rate of 3.5 % The approach to scoring the financial offer will be formula-based as follows:* The GLA will first establish an average (mean) level of receipt across all bids based on the average NPV. The average will be allocated a weighting of 50%.
* Each individual financial offer will then be allocated a weighting based on their percentage relationship to this average, with offers above the average receiving a weighting in excess of 50% and those below the average receiving a weighting of less than 50%.
* The table below shows how offers above and below the mean will be weighted:

|  |  |
| --- | --- |
| **Financial offer relative to mean** | **Weighting** |
| -95% to 100% or less | 0% |
| -90% to 94.9% | 2.5% |
| -85% to 89.9% | 5% |
| -80% to 84.5% | 7.5% |
| -75% to 79.9% | 10% |
| -70% to 74.5% | 12.5% |
| -65% to 69.9% | 15% |
| -60% to 64.5% | 17.5% |
| -55% to 59.9% | 20% |
| -50% to 54.9%  | 22.5% |
| -45% to 49.9% | 25% |
| -40% to 44.9% | 27.5% |
| -35% to 39.9% | 30% |
| -30% to 34.5% | 32.5% |
| -25% to 29.9% | 35% |
| -20% to 24.5% | 37.5% |
| -15% to 19.9% | 40% |
| -10% to 14.9% | 42.5% |
| -5% to 9.9% | 45% |
| **-**0.1% to 4.9% | 47.5% |
| **Mean** | 50% |
| +0.1% to 4.9% | 52.5% |
| +5% to 9.9% | 55% |
| +10% to 14.9% | 57.5% |
| +15% to 19.9% | 60% |
| +20% to 24.9% | 62.5% |
| +25% to 29.9% | 65% |
| +30% to 34.9% | 67.%% |
| +35% to 39.9% | 70% |
| +40% to 44.9% | 72.%% |
| +45% to 49.9% | 75% |
| +50% to 54.9% | 77.5% |
| +55% to 59.9% | 80% |
| +60% to 64.9% | 82.5% |
| +65% to 69.9% | 85% |
| +70% to 74.9% | 87.5% |
| +75% to 79.9% | 90% |
| +80% to 84.9% | 92.5% |
| +85% to 89.9% | 95% |
| +90% to 94.9% | 97.5% |
| +95% to 100% or above | 100% |

(the percentage relevant to the mean will be rounded to 1 decimal place in accordance with the table above)The weighting of each individual offer will then be multiplied by the weighting for the Financial Offer Section of the Evaluation Criteria (35%) to calculate the score to be awarded for each offer.For the avoidance of doubt the scoring of the financial offer will be based on the minimum guaranteed payments only and will exclude any potential estimated overages. Overage will be scored separately, as set out below. |
| **Revenue Overage**  | 2.5% | 2.5% | A confirmed threshold revenue per sq ft above which a 50% share of increases in net sales receipt will be paid  | Bidders will be scored by reference to their proposed revenue overage threshold with the lowest threshold being awarded 100% of the mark. Bidders will be scored relative to that lowest threshold i.e.Bidder 1 - £400 per sq ftBidder 2 - £300 per sq ftBidder 1 receives 100% of the mark – 2.5%Bidder 2 receives 75% of the mark – 1.875% |
| **Planning Overage** | 2.5% | 2.5% | A confirmed payment per sq ft to be made for increases in the private residential area above that included in the offer | Bidders will be scored by reference to their proposed planning overage payment with the highest payment being awarded 100% of the mark. Bidders will be scored relative to that highest payment i.e.Bidder 1 - £50 per sq ftBidder 2 - £40 per sq ftBidder 1 receives 100% of the mark – 2.5%Bidder 2 receives 80% of the mark – 2% |

* + 1. During the evaluation process the GLA/TfL may invite the Bidders to present their proposals to its tender evaluation panel and to interview key members of the Bidders proposed team. Bidders may also be asked to provide clarifications where necessary to ensure a full understanding of the tender.

# Instructions to Bidders

* + 1. This Invitation to Tender (ITT) is addressed to all Bidders. Selection of a delivery partner for the Site will be based upon information provided in the response to this ITT.
		2. Tenders must be submitted strictly in accordance with the Tender Documents. Failure to comply with this requirement in any respect may result in the Tender being rejected by the GLA/TfL, whose decision in the matter shall be final.
		3. Information supplied by the GLA/TfL (whether in the Tender Documents or otherwise) is supplied to all Bidders for general guidance in the preparation of their tenders. Bidders must satisfy themselves, using their own investigations, with regard to the accuracy of any such information and no responsibility is accepted by the GLA/TfL for any inaccurate information obtained or accepted by Bidders.
		4. The GLA/TfL shall not be liable for any costs or expenses incurred by any of the Bidders in the preparation of their tenders.
		5. Tenders must not be qualified or accompanied by statements or a covering letter that might be construed as rendering the tender equivocal and/or placing it on a different footing from other Bidders. The GLA/TfL reserves the right to reject and/or disqualify any tenders not submitted strictly in accordance with the Tender Documents.
	1. **Acknowledgement of Receipt**
		1. Bidders are required to email the ‘Acknowledgment of Receipt and Intent to Respond’ by 4pm GMT on Friday 17th March 2017 the receipt document can be found in Annex A1.
		2. It is each Bidder's responsibility to ensure that all the documents listed in The Submission Checklist (see Annex A2) have been received and are complete.
	2. **Decline or Inability to Return**
		1. If for any reason the Bidder is unable to submit a Tender or wishes to decline to Tender then the Bidder should inform the GLA/TfL via the e-tendering portal at the earliest opportunity.
	3. **The Tender Documents**
		1. Bidders' attention is drawn to the fact that the ITT is one of severaldocuments to which Bidders will have regard to in preparing their Tenders. The full list of these documents, as currently stands, is:

Invitation to Tender – Stage 3 Document

Annex A - ITT Submission Documents

* A1. ITT Receipt Template
* A2. Tender Statement and Checklist
* A3. Development Appraisal Summary
* A4. Non-Collusion Certificate
* A5. Non-Canvassing Certificate

Annex B – Technical Documents

Technical information under the following headings:

* B1. Site Plan
* B2. Summary of Title Deed
* B3. Macreanor Lavington Capacity Study
* B4. JMP Transport Feasibility Study
* B5. Gallions Quarter Section 278 Agreement
* B6. Key Planning Principles
	+ 1. References to ‘Tender Documents’ shall include any further documents or information made available by the GLA/TfL to Bidders as part of this tender process, and any responses issued by or on behalf of the GLA/TfL to written enquiries received from Bidders.
		2. While reasonable care has been taken in preparing the Annexes, the information within it does not purport to be exhaustive or to have been independently verified. The GLA/TfL accepts no liability or responsibility for the adequacy, accuracy or completeness of any information or opinions stated in this document. If the Bidder considers that any of the Tender documents are deficient in any respect, any page or drawing is missing or duplicated/requires clarification, or if any words or figures are indistinct or ambiguous, the bidder is requested to notify the GLA/TfL using the e-tendering portal.
		3. Each Bidder shall be deemed to have satisfied itself before submitting a proposal as to the accuracy and sufficiency of its financial proposal, which shall (unless otherwise provided) cover all obligations under any legal agreement entered into with the GLA at the conclusion of this Tender process. Each Bidder will also be deemed to have obtained for itself all necessary information as to risks, contingencies and any other circumstances, which might reasonably affect its submission.
	1. **Tender Queries**
		1. All queries regarding the Tender Documents which may have a bearing in the Tender to be made should be raised by the Bidder via the e-tendering portal at least ten (10) working days before the due date for returned Tenders i.e. the last date for Tender queries is 19th May 2017. The GLA/TfL will aim to respond within five (5) working days.
		2. Please note that the GLA’s/TfL’s responses to any queries or clarification requests may, at the GLA’s/TfL’s discretion, be circulated to all Bidders.
		3. It is the Bidder’s obligation to bring to the attention of the GLA/TfL an enquiry which involves confidential information. In that case, the Bidder should clearly mark its enquiry “in confidence – not to be circulated to other Bidders”. The Bidder must also set out the reason(s) for the request for non-disclosure to other Bidders.
		4. If the GLA/TfL agrees with the Bidder that the enquiry is confidential, GLA/TfL reserves the right to respond to the Bidder on an individual basis (although Bidders should note that this is without prejudice to the GLA’s/TfL's obligations under Freedom of Information legislation). If, however, the GLA/TfL disagrees with the Bidder that the enquiry is confidential and considers it must provide its response to the enquiry to all Bidders in the interests of open and fair competition, it will so notify the relevant Bidder. The Bidder must as soon as practicable then respond in writing requesting that the enquiry be withdrawn, amended or treated as not confidential. The GLA/TfL will treat the enquiry as withdrawn if they are not contacted by the Bidder within one working day of the Bidder being notified.
	2. **Tender Submission Requirements**
		1. The Tender must be received by TfL in accordance with the relevant instructions no later than mid-day (1200 hrs) on **2nd June 2017**. Instructions in relation to the structure of your Tender response and the information required within it are set out in **Section 6** of this document.
		2. Please note GLA/TfL will not accept bids sent by any method other than the e-tendering Portal unless by **prior agreement**. To submit a bid by any other means other than the portal may render your bid invalid.
		3. If you have any queries regarding the e-tendering portal please contact the e-tendering helpdesk on 0800 0740 503 or email: tfl-eproc-helpdesk@eurodyn.com in the first instance; or Alison Altoft (AlisonAltoft@tfl.gov.uk).
		4. Bidders are also reminded that contacting the project team directly may result in disqualification from the tender process.
		5. In addition to your electronic submission via the eTender site, Bidders must return **three paper copies of their Tender within a working day of the submission.**

Please return your paper copies of the tender documents to:

Bethan James

Greater London Authority

Housing and Land Directorate

The Queens Walk

London SE1 2AA

* + 1. Bidders must ensure that all pages in their documents are clearly numbered and a clear and precise index is provided to aid navigation through the document. The document should also be structured to respond to each element/sub element of the requirements of this Tender as set out in the ‘Submission Checklist’ in Annex A.2.
		2. In case of any discrepancies the electronic version of the Tender will prevail.
		3. Failure to follow the above requirements may result in a loss of marks and possibly complete rejection.
	1. **Competition Timetable**

|  |  |
| --- | --- |
| **Stage** | **Dates\*** |
| Issue of Invitation to Tender | 16 March 2017 |
| Clarification meeting with GLA & LBN | 27 April 2017 |
| Last date to submit Tender Clarifications | 19 May 2017 |
| Mini Competition - ITT Return | **2 June 2017** |
| Tender Interviews | 15 June 2017 |
| Evaluation Complete | August 2017 |
| Confirmation of Selected Bidder | August 2017 |
| Development Agreement Completed | September 2017 |

\*Timetable is indicative only - the GLA/TfL reserves the right to change it at its discretion.

# Mandatory Information

* 1. **Collateral Warranties**
		1. There are no collateral warranties for the reports provided with this ITT.
	2. **VAT**
		1. The Site is VAT elected. Bidders’ financial proposals must exclude recoverable VAT where applicable. Where any doubt exists, businesses/organisations are expected to have sought clarification in advance from HM Revenue and Customs and tender prices are evaluated on this basis. Bidders are requested to set out their understanding of the VAT status of the construction contract based on the works and services to be provided and the status of the Bidder. **VAT will be chargeable on the land price in full at the point that the land is drawn down irrespective of the payment profile.**
	3. **Freedom of Information**
		1. The GLA/TfL is subject to the requirements of the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, all subordinate legislation made under that Act/those Regulations and any guidance and/or codes of practice issued (from time to time) in relation to such legislation. Bidders are required to:
		2. (a) specify (with reasons) those aspects (if any) of their tender submissions which they regard as falling within any of the exemptions from disclosure specified under the Act/Regulations including (without limitation) information provided in confidence; and
		3. (b) state which provisions of the Act/Regulations apply to the information identified under paragraph (a).
		4. A Code of Practice under the Freedom of Information Act 2000 makes provision for the GLA to consult with third parties, where appropriate, regarding the disclosure of information obtained from third parties. The GLA/TfL shall be responsible for determining, at its absolute discretion, whether such exemption should apply in the event of a request for information being received in relation to any material submitted to the GLA/TfL by a Bidder pursuant to this tender process.
	4. **Confidentiality**
		1. All information supplied by or on behalf of the GLA/TfL in connection with this tender process, including the Tender Documents, shall be treated by Bidders as confidential and shall not be disclosed to any third party without the prior written consent of the GLA/TfL, except that such information may be disclosed so far as is necessary for the purpose of obtaining advice, sureties, insurance, guarantees and quotations necessary for the preparation and submission of their tenders. Save for the purposes of tendering, no such information must be copied or reproduced in whole or in part and must be returned to the GLA/TfL on demand whether or not a tender proposal is submitted.
		2. All information provided by Bidders will be treated by the GLA/TfL as ‘Restricted Commercial’. The GLA/TfL may disclose detailed information relating to Bidders’ responses to the GLA’s directors, officers, employees, agents or advisers for the purposes of evaluating tender proposals and may make Bidders’ written responses available for private inspection by the their directors, officers, employees, agents or advisers. The GLA/TfL reserves the right to copy and distribute (electronically or otherwise) all or any part of a Bidder’s proposal for the purposes of the GLA’s/TfL’s analysis and assessment.
	5. **Copyright**
		1. Copyright of the documents comprising the Contract is vested in the GLA/TfL but Bidders may obtain, or make at their expense, any further copies required for use by them in the preparation of their Tender submission and in performing the Contract. If Bidders are unable or unwilling to comply with this requirement they are required to destroy this ITT and all associated documents immediately and not to retain any electronic or paper copies.
	6. **Publicity**
		1. No Bidder will undertake any publicity activities with any part of the media in relation to this ITT process without the prior written agreement of the GLA/TfL, including agreement on the format and content of any publicity.
	7. **Disclaimers**
		1. Bidders should read the instructions contained in this Section 6 of this ITT carefully before reviewing the other Tender Documents and returning their tender proposals. Failure to comply with the requirements in these instructions to Bidders may result in the rejection of a tender submission.
		2. Bidders shall ensure that they are fully familiar with the nature and extent of the obligations to be performed by them if their tender submission is accepted.
		3. The fact that a Bidder has been invited to submit a tender (or that a Bidder’s submission is accepted as part of the tender process) does not necessarily mean that it has completely satisfied all of the GLA’s requirements and the GLA/TfL may require further information as appropriate from the Bidder and consider this information as part of the evaluation process.
		4. While reasonable care has been taken in preparing this ITT, the information within it does not purport to be exhaustive or to have been independently verified. The GLA/TfL accepts no liability or responsibility for the adequacy, accuracy or completeness of any information or opinions stated in this document. No representation or warranty, express or implied, is or will be given by the GLA, or any of its representatives, members, officers, employees, agents or advisers with respect to the ITT or the information on which it is based. If the Bidder considers that any of the tender documents are deficient in any respect or if any words or figures are ambiguous, the Bidder is requested to notify the GLA/TfL via the e-tendering portal.
		5. Each Bidder shall be deemed to have satisfied itself before submitting a proposal as to the accuracy and sufficiency of its financial proposal, which shall (unless otherwise provided) cover all obligations under any agreement for lease entered into at the conclusion of this tender process. Each Bidder will also be deemed to have obtained for itself all necessary information as to risks, contingencies and any other circumstances, which might reasonably affect its submission.
		6. Tenders may be rejected if the complete information called for is not provided in the response to the ITT.
		7. Nothing in this ITT shall be taken as constituting an offer, contract or agreement between the GLA and any Bidder or any other party.
		8. The GLA/TfL shall not be under any liability in respect of any expenses or losses that may be incurred by a Bidder in the preparation and submission of its tender proposal and any further costs incurred prior to the appointment of a developer to implement the Gallions 3B development project.
		9. Neither the issue of this ITT nor any part of its contents is to be taken as any form of commitment on the part of the GLA/TfL to proceed with the tender process. Insofar as it is compatible with any relevant laws, the right is reserved to the GLA/TfL to amend the proposed timetable and/or ITT procedures, to terminate the procedure and to terminate any subsequent discussions with any Bidder, including the successful Bidder, at any time, without prior notice, without incurring any liability to the affected Bidders or the successful Bidder.
		10. The GLA/TfL shall not be bound to accept any submission in response to this ITT.
	8. **Insurance Information**
		1. Please provide proof that you continue to hold or can and will obtain project insurances in the region of £30m. At a later stage in the project we will require proof that the chosen contractor/s carry sufficient levels of professional indemnity insurance and other contract related insurances. We would require that the type of policy should be ‘in each and every claim’ and not ‘in the aggregate’. Indicative levels of insurance required from the chosen contractor (if a block equates to a project), would be as follows:
* Employers Liability Insurance : £10 million
* Public Liability Insurance: £10 million
* Contractors All Risks: £10 million
	+ 1. This must be provided in the form of up to date insurance certificates, appropriate letters from insurance companies and / or details of contractual arrangements which are in place.
		2. Please note that insurances must be held in the name of the legal entity that will carry full liability for the associated portion of the works
	1. **CHAS / SSIP Registration**
		1. Please provide proof of continued registration with CHAS or SSIP in respect of Contractor, Designer and CDM Coordinator responsibilities as required by the framework agreement or where not yet registered, proof of application.
	2. **Security**
		1. The GLA will require the successful Bidder to provide, as security for the performance of the development agreement and building lease, the parent company of the successful Bidder to guarantee the performance of the Bidder's obligations under those documents or (as an alternative) may require a performance bond.

It is a condition of appointment that you have confirmed in your Tender Submission that the Parent Company Guarantee set out in the contract documents is acceptable or if appropriate that a satisfactory form of performance bond is provided and agreed that can be annexed to the contract documents].

* 1. **Collusion and Anti-Competitive Behaviour**
		1. Certificate of Non- Collusion and Non-Canvassing. Bidders must provide a completed and signed copy of the Non-Collusion and Non-Canvassing Certificate set out in Annex A.4 and Annex A.5. Bidders must provide evidence of their current internal compliance policies or programmes, setting out how these ensure that their staff are aware of their competition law obligations.
	2. **References**
		1. The GLA/TfL reserves the right to take up references as part of the ITT process and will advise Bidders of the particular requirements for provision of information to allow those references to be taken up during the ITT process.
	3. **Equal Opportunities**
		1. The GLA is an equal opportunities employer and has various statutory duties to ensure that its services are delivered in a way that promotes equality and eliminates discrimination.
		2. The Mayor of London published a revised [Equal Life Chances for All](http://www.london.gov.uk/publication/equal-life-chances-all-2012) framework in 2012. This framework sets out the GLA’s objectives on equality which relate to issues such as health, education, employment, transport, housing, crime and violence against women and girls, volunteering and community engagement.
		3. The GLA also expects that the successful Bidder will promote equality, comply fully with all UK equality legislation or European equivalent, have an equalities policy and be an equal opportunities employer at all times during the lifetime of the project.
	4. **London Living Wage**
		1. The Bidder (LDP Member and subsidiaries/contractors) shall:
* use all reasonable endeavours to ensure that none of its employees engaged in the provision of the Works is paid an hourly wage (or equivalent of an hourly wage) less than the London Living Wage;
* use all reasonable endeavours to ensure that none of its employees engaged in the provision of the Works is paid less than the amount to which they are entitled in their respective contracts of employment;
* provide to the GLA such information concerning the London Living Wage as the GLA or its nominees may reasonably require from time to time;
* disseminate on behalf of the GLA to its employees engaged in the provision of the Works such perception questionnaires as the GLA may reasonably require from time to time and promptly collate and return to the GLA responses to such questionnaires; and
* use all reasonable endeavours to co-operate and provide all reasonable assistance in monitoring the effect of the London Living Wage.

1. The London Plan defines social infrastructure broadly as covering a wide range of facilities, including health, nurseries, schools, colleges and universities, community, cultural, play and informal recreation facilities, sports and leisure facilities, places of worship, emergency facilities and other uses and activities which contribute to quality of life. This is not intended to be an exhaustive list and can be refined further at a local level. [↑](#footnote-ref-1)