

GREATERLONDONAUTHORITY
Housing and Land

London Development Panel

OJEU: 2012/S 69-113842

Stage 1 Expression of Interest

Former Webbs Industrial Site Waltham Forest, London



Client Contact: Alison Altoft

Transport for London

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Phone: 0203 054 2245

On behalf of:

Greater London Authority

City Hall

The Queens Walk

London

SE1 2AA

Please reply with either a yes/no expression of interest in an email to the contact above by **3pm on Wednesday 21st April 2017**

Webbs Industrial Site, Waltham Forest

This Expression of Interest (EOI) has been issued by Transport for London on behalf of the Greater London Authority (GLA) as the first stage of the tender process for the selection of a development partner for the Webbs Industrial Site, Waltham Forest. Please respond by email with a yes/no expression of interest to AlisonAltoft@tfl.gov.uk

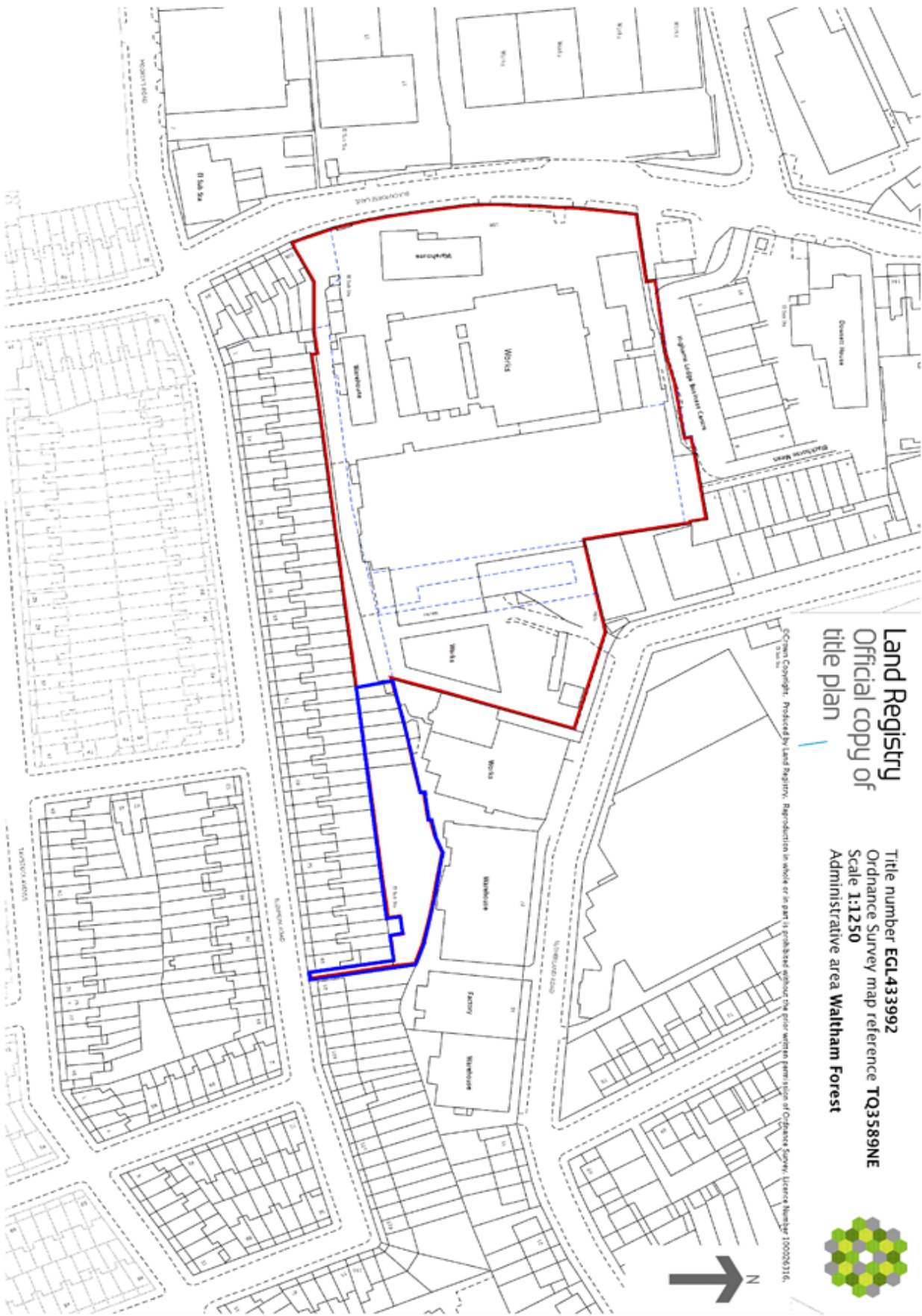
Deadline for return of confirmation of interest: **3pm on Wednesday 21st April 2017**

1. Introduction

Greater London Authority (GLA) is seeking a development partner to deliver the 1.67 hectare Webbs Industrial Site (Webbs site) in Blackhorse Lane, Waltham Forest, E17 6BU. The site is within 5 minutes' walk of Blackhorse Road Station, and is located in one of the prime areas for housing development in Outer London, benefitting from consistent high value growth since 2011 (25% growth from 2015-16) and located 1 stop on the Victoria Line or 15 minutes' walk from the proposed Tottenham Hale Crossrail 2 station.

We are seeking a developer committed to creating a high quality residential led mixed use development within the Blackhorse Lane Growth Area, of around circa 300 homes, of which **100%** will be affordable Shared Ownership and Intermediate products with some creative workspace/small business space.

Title Plan



2. Project overview

2.1 GLA's Vision

The GLA's aspiration for the Webbs Industrial site is to transform this brownfield site into a high quality, well designed and sustainable place for people to live and work; assist in the regeneration of the Blackhorse Lane area and bring about a step-change in the perceptions of the area, and increase the supply of Affordable Housing in London in support of the Mayor's priorities

2.2 Aim and objectives

The Webbs site is one of the main opportunities for new development in the Blackhorse Lane Housing Zone in Waltham Forest. This former industrial site was previously used for storage and industrial activities fronting both Blackhorse Road and Sutherland Road (E17 6BU).

Through its landholding subsidiary, GLA Land and Property Ltd (GLAP), the GLA acquired this site in July 2016 with the backing of the London Borough of Waltham Forest and since that time has been in discussion with the Borough about how this site can be brought forward in line with the planning policies and regeneration aims for the local area.

The aim is to transform this brownfield industrial site into an attractive, high quality, well designed and sustainable place for people to live and work, supporting the Mayor's priorities to bring forward residential led mixed used developments on GLAP land.

The GLA has the following key aspirations for the future redevelopment of the Webbs site:

- Contribute to meeting London's housing needs by enabling the development of circa 300 high quality and well-designed homes
- 100% of the homes built on the site will be affordable, as either 100 % shared ownership or as 70% shared ownership and 30% London Living Rent products, in order to create a transformational opportunity for first time buyers to enter the market.

- Create a step-change in perceptions of the area by delivering a scheme on the Webbs site that delivers a scheme with high quality design and acts as a gateway to the wider Blackhorse Lane area.
- Provide a creative hub for artisan workspaces/small business space that compliments the burgeoning creative businesses in the area in line with the previous lapsed consent available online.
- Create an attractive place to live and work that fosters a long term sense of community and engagement in future residents
- Participate with other local landowners as a member of the Sutherland Road Regeneration Board, to explore and promote joint Estate Management opportunities
- Create a publically accessible attractive link between Sutherland Road and Blackhorse Lane, enabling connectivity for cycling and walking both within the site and surrounding area with accompanying attractive open space;

2.3 The Site

Webbs Site: The Webbs site is a 1.67 hectare (4.12 acre) brownfield site shown edged red on the plan which is owned by Greater London Authority Land and Property Limited (GLAP), as a subsidiary of the GLA. It is situated within the Waltham Forest Housing Zone to the north of the A503. The site has a prominent frontage at Blackhorse Lane and Sutherland Road. The site is connected to the North Circular by the B719 which is a 10 minute drive away. Bus routes nearby connect the site to Walthamstow Central in the east and Tottenham Hale in the west both of which are on the Victoria Line. The nearest station is Blackhorse Road on the Victoria Line and Gospel Oak Barking Line. Blackhorse Road station is undergoing a Housing Zone funded refurbishment in 2017/18.

The land edged blue on the plan may be incorporated into the opportunity where Panel Members demonstrate that including it will offer value and is integral to the redevelopment of the red lined area; otherwise the GLA will look to dispose the land at market value to adjoining land owners. This will be confirmed at ITT stage.

Adjacent Sites: GLAP is pursuing opportunities to acquire neighbouring sites in order to address both existing environmental issues and to create the opportunity for a more comprehensive regeneration of the area. These acquisitions will take place in parallel with disposal of the Webbs site. This is for information only to the Panel Members.

2.4 General site constraints and considerations

Access: The Webbs site is currently accessed from the west by Blackhorse Lane, to the north on Sutherland Road and south by a pedestrian access from Blenheim Road.

Ground Contamination: The site has historically had an industrial usage, including a lampshade factory, a glass works with tanks at the centre of the site, a joinery works, warehouses and electricity substations. Intrusive investigations were undertaken in 2014/15 to update previous studies, gather new data and ensure compliance with latest Environmental Agency (EA) regulation. A Ground Investigation and Geo-environmental Interpretative Report, Human Health Risk Assessment, Site Specific Remediation Strategy and a Controlled Waters Risk Assessment, have been produced and will be available at Sifting Brief stage. A Phase 1 Environmental Risk Assessment was undertaken in April 2016 to update previous reports. This has revealed a moderate-to-high environmental risk for redevelopment comprising mixed residential and commercial uses. In order to assess the extent of the remediation required a further environmental investigation will need to be carried out. The Phase 1 report will be available at Sifting Brief stage.

Flood Risk: A site specific flood assessment has been carried out for the site; this will be available at Sifting Brief Stage. The area is not considered to be prone to ground water flooding. Tenderers will need to form their own views on the most appropriate way to address flood risk, if the tenderer wishes to adopt any option they will need to ensure that they are acceptable to the EA.

Environmental: The site has been found to previously contain Japanese Knotweed and Giant Hogweed in the past, though action has been taken to mitigate these risks by the former owners of the site. On purchase of the site, GLAP has put in place a management strategy to address any risk of further contamination from both Japanese Knotweed and Giant Hogweed on the site on an ongoing basis. GLAP is not aware of any further occurrences since acquisition of the site. There is also a number of redundant fuel storage tanks located on the site.

Services and Utilities: Three electricity sub-stations are located on the site, two of which appear redundant and a third which is well maintained and currently operational. There is evidence that the site was previously connected for gas supply as there is a redundant gas valve in the south west corner of the site.

Drains and Culvert: There are several open drains and manhole covers observed across the site. A culverted water drain is also present on the site; this runs through the centre of the site and is understood to discharge into the Dagenham Brook to the south west of the site.

Level Differences: There is a level difference across the site, and this should be considered in terms of the finished levels for the new development.

Restrictive Covenants: The site is subject to a number of restrictive covenants. Further details will be provided at Invitation to Tender (ITT) stage.

3. Development Brief

London Borough of Waltham Forest has produced a Development Brief for the Sutherland Road Quarter in accordance with the adopted planning policies for the area. Further details will be provided at Sifting Brief stage, but the brief is supportive of the mixed use redevelopment of the site in the form and levels described in this document.

4. Planning overview

The Blackhorse Lane area is situated within a Housing Zone that is undergoing a period of transformation with a number of sites either at pre-planning and planning stage, on site or completed. These changing circumstances are reflected in the adopted development policy and supplementary planning and design guidance.

The site has previously had outline planning consent (reference number 2011/0984/OUT) for a mixed used residential development comprising 235no. dwellings, "Artisan" workshops (Use Class B1), retail (Use Class A1/A2/A3) (Use Class C3), an energy centre, creation of 143 no. basement and grade car parking spaces, landscaping, creation new public realm and associated

works. The Borough has indicated that they expect any future proposals for the site to be modelled along similar lines and with a similar mix of uses.

Development Plan

The relevant Development Plan documents include:

- The London Plan 2016 (Greater London Authority)
- Upper Lea Valley Opportunity Area Framework – 2013 (London Plan)
- Housing Supplementary Planning Guidance - March 2016 (London Plan)
- Waltham Forest Core Strategy – 2012 (Waltham Forest Council)
- Development Management Policies – 2013 (Waltham Forest Council)
- Blackhorse Lane Area Action Plan - January 2015 (Waltham Forest Council)

Material considerations

- The Mayors Housing SPG 2016 (Greater London Authority)
- Urban Design SPD 2010 (Greater London Authority)
- Affordable Housing and Viability SPG – November 2016 (Draft)
- Building for Life 12 – 2015 (Design Council)
- London Housing Design Guide – Interim Edition (Greater London Authority)
- Blackhorse Lane Urban Design Framework, and Design and Planning Brief for Sutherland Road - 2011 (Waltham Forest Council)
- Sutherland Road Public Realm Masterplan – 2014 (Waltham Forest Council)
- Blackhorse Lane Creative Enterprise Zone Feasibility Study – 2015 (Waltham Forest Council)
- Development Brief for Sutherland Road Quarter – July 2016 (Waltham Forest Council)

5. The Development Opportunity

5.1 Key delivery requirements

The GLA is seeking a development partner with suitable capacity and resource to achieve the following delivery objectives:

- Secure a planning permission(s);
- Prepare the site for development, remediate (where necessary) and manage flood risk;
- Design and implement the infrastructure requirements for the site – this includes working with other organisations and nearby landowners;
- Deliver circa 300 high quality well designed homes at a mix of either 100 % shared ownership or 70% shared ownership and 30% London Living Rent. Note that, subject to eligibility, it is expected that Affordable Housing Grant Funding will be available for this scheme line with the emerging SPG and grant funding programme;
- Deliver a high quality redevelopment on the site within the timescales agreed with the GLA in the Development Agreement
- Deliver a scheme in line with the principles of the earlier consent to bring forward creative work spaces/small business spaces and other appropriate non-residential uses;
- Participate with other local landowners as a member of the Sutherland Road Joint Management Board;
- Deliver suitable on-site sustainable energy infrastructure;
- Incorporate a publicly accessible green link across the site linking Sutherland Road and Blackhorse Lane, and create attractive open space within the development accessible to the wider community and enable connectivity for cycling and walking both within the site and to the surrounding area;

5.2 Design, quality standards and other standards that will apply

Development will need to respond to the context of the locality and provide design solutions to create an exciting and attractive place to live. As client, the GLA will look to take an active role in the development of any designs for the site and ensure that the design of any housing within the scheme will need to meet the standards set out in the London Housing Design Guide SPG.

The design principles set out in Waltham Forests Urban Design SPD provide eight key design principles to encourage design to be carried out in the context of the wider area rather than considering each in isolation.

The Borough has set out further design principles in their un-adopted Planning Brief which they would hope to see reflected in the design of proposals for the site.

LB Waltham Forest has appointed the Waltham Forest Design Review Panel to work alongside its planning service to review major development schemes and the Borough recommends that the selected developer seeks early engagement through the pre-planning process.

6. Role of the Panel Member

The selected developer will be required to deliver the following:

- Deliver a high quality and well regarded redevelopment of the site within the timescales agreed with the GLA in the Development Agreement;
- Manage the professional team and coordinate sub-developers;
- Prepare the site for development, remediate (where necessary) and manage flood risk;
- Enter into a PPA with the London Borough of Waltham Forest and prepare and submit planning applications for the site;
- Design and implement the infrastructure requirements of the site – this includes working with other organisations and nearby landowners;
- Engage with the community, the borough and other key stakeholders in the design development process and carry out pre-planning application public consultation;
- Deliver circa 300 high quality well designed homes at a mix of either 100 % shared ownership or 70% shared ownership and 30% London Living Rent. Note that, subject to eligibility, it is expected that Affordable Housing Grant Funding will be available for this scheme line with the emerging SPG and grant funding programme;
- Deliver a scheme in line with the principles of the earlier consent to bring forward creative work spaces/small business spaces and other non-residential uses across this and neighbouring sites;
- The successful bidder will take control of the site upon signing of the Development Agreement (and assume all responsibilities for security, health and safety and insurance etc.) upon entering into standard form London Development Panel legal agreements;
- Work in partnership with other partners in Sutherland Road to put in place a proposal for the long term comprehensive management of the residential estate and public realm;
- Work with operators/occupiers from the inception of proposals for the site to develop a strategy for the delivery of creative workspace/small business space, including to inform the design and occupation of those units.

- Incorporate a green link across the site linking Sutherland Road and Blackhorse Lane, creating and attractive open space within the development accessible to the wider community and enabling connectivity for walking and cycling both within the site and surrounding area

7. Indicative Tender Programme

Please note the GLA reserves the right to change the following dates and timings.

Stage	Timing
EOI issued	12 April 2017
EOI returned	3pm on 21 April 2017
Sifting Brief issued	24 April 2017
Last date for clarifications on Sifting Brief	3pm on 2 May 2017
Sifting Brief returns	3pm on 9 May 2017
Selected Panel Members invited to tender	12 May 2017
Clarifications meetings (including site visit)	5 - 9 June-17
Tender return	7 July 2017
Evaluation period	10 July – 21 August 2017
Confirmation of selected bidder	22 August 2017

8. Terms

By issuing this expression of interest, GLA is in no way committed to awarding any contract and reserves the right to cancel the tendering process at any point. GLA shall not be liable for any costs resulting from any cancellation of this tendering process, nor for any costs incurred by those expressing interest in or tendering for this opportunity.

The selected member of the London Development Panel will enter into a standard form London Development Panel legal agreement and deliver the site in accordance with the legal agreement.

In order that the site is delivered in a timely fashion developers will be required to submit a clear programme with appropriate milestones for delivery of key outputs.

The Development Agreement 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). The

remediation strategy will also need to be agreed. The overall programme and milestones for the development as a whole must be agreed at this stage as well.

These particulars are set out as a general outline only for information and guidance of intending purchasers only. Interested parties must satisfy themselves or otherwise as to the correctness of these details.

9. EOI response

Please respond by email with a yes/no expression of interest by **3pm on the 21st April 2017** to: AlexandraEbertBrading@tfl.gov.uk

GREATERLONDONAUTHORITY
Housing and Land

London Development Panel

Stage 2 Sifting Brief

Former Webbs Industrial Site, Waltham Forest, London



Client Contact: Alexandra Ebert-Brading

Transport for London

Email: AlexandraEbertBrading@tfl.gov.uk

Phone: 020 3054 2245

On behalf of:

Greater London Authority

City Hall

The Queens Walk

London

SE1 2AA

This Initial Information Brief has been issued by the GLA as the second stage of the tender process for the selection of a Delivery Partner for the Webbs site. As a member of the London Development Panel, you have confirmed your **interest, capacity and resource** to bid in a mini competition to undertake the above project.

15 Members of the Panel have expressed a similar interest and we now propose to use a Sifting Brief to reduce numbers down to a tender list of 3 - 5. In order to do this, we ask you to respond to the questions detailed in this document by **3pm on Tuesday 9 May 2017**. We will then evaluate responses and select the Panel Members who will be invited to tender.

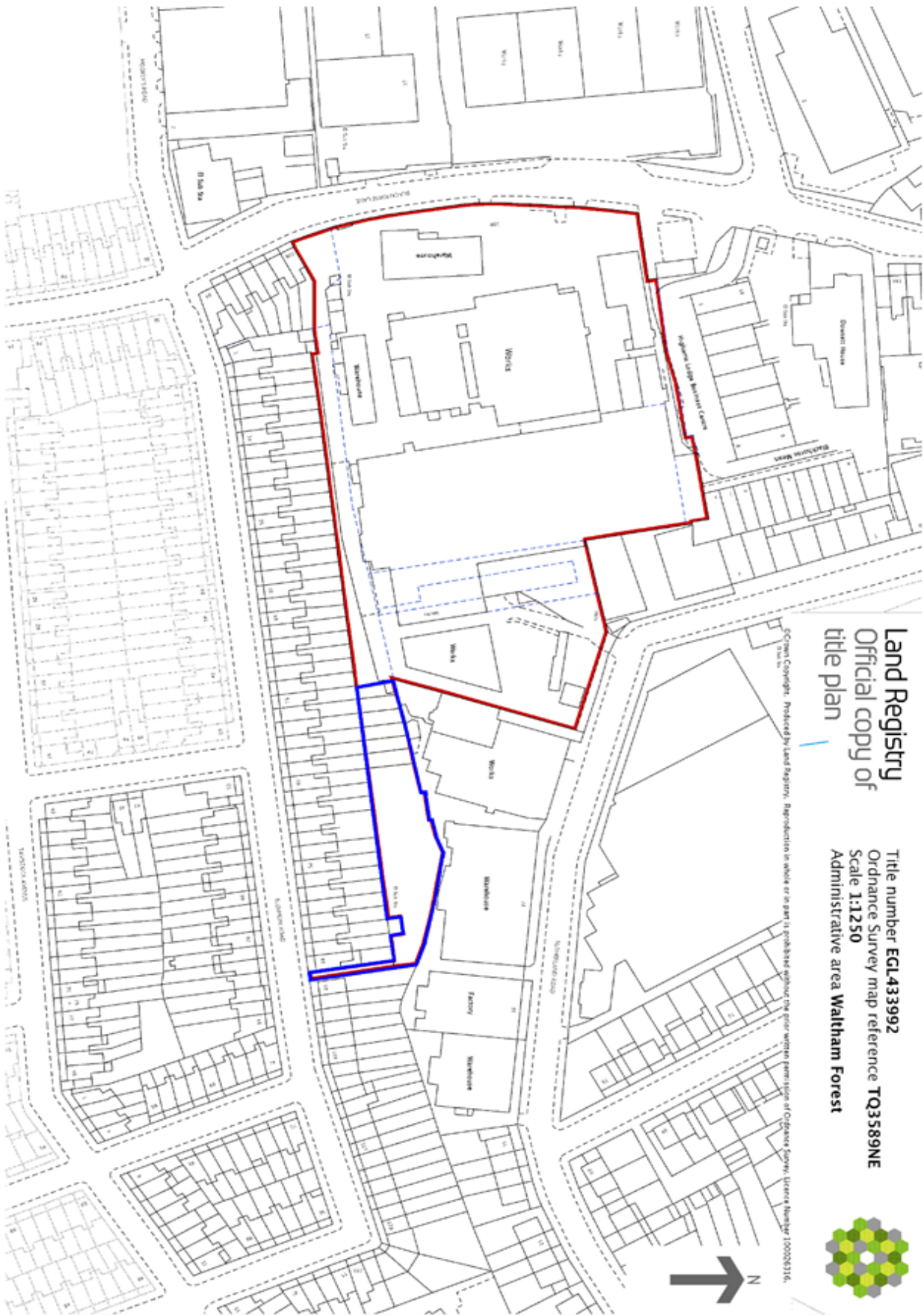
1. Introduction

Greater London Authority (GLA) is seeking a development partner to deliver the mixed use residential led redevelopment of the 1.67 hectare former Webbs Industrial Site (Webbs site) in Blackhorse Lane, East London.

The Webbs site is a significant redevelopment opportunity to bring forward a residential led mixed used development of around circa 300 homes (of which 100% will be affordable) with ancillary creative workspaces/small business space. The site is within 5 minutes' walk of Blackhorse Road Station which is currently undergoing refurbishment and refreshment and is a 25 minute rail commute to central London.

The site is located in one of the prime areas for housing development in Outer London, benefitting from consistent high value growth since 2011 (25% growth from 2015-16) and located 1 stop on the Victoria Line or 15 minutes' walk from the proposed Tottenham Hale Crossrail 2 station.

Title Plan



2. Project Overview

2.1. GLA's Vision

The GLA's aspiration for the Webbs Industrial site is to transform this brownfield site into a high quality, well designed and sustainable place for people to live; assist in the regeneration of the Blackhorse Lane area and bring about a step-change in the perceptions of the area, and increase the supply of Affordable Housing in London in support of the Mayor's priorities

2.2. Aim and objectives

The Webbs site is the focus of a major intervention in the Blackhorse Lane Housing Zone in Waltham Forest and a strategic site for the redevelopment of a mixed used residential led scheme. We are seeking a developer which will be committed to creating a well-designed and balanced development within Waltham Forest that creates a step-change in the perceptions of the area.

The Webbs site is one of the main opportunities for new development in the Blackhorse Lane Housing Zone in Waltham Forest. This former industrial site was previously used for storage and industrial activities fronting Blackhorse Road and Sutherland Road, E17.

The aim is to transform this brownfield industrial site into an attractive, high quality, well designed and sustainable place for people to live and work, supporting the Mayor's priorities to bring forward residential led mixed used developments on GLA land and increase the supply of Affordable Housing in London.

The GLA has the following keys aspirations for the Webbs Industrial Site which will be tested in more detail at the ITT stage:

- Contribute to meeting London's housing needs by enabling the development of circa 300 high quality and well-designed homes;
- All of the homes built on the site will be affordable, based on one of the following scenarios:

- **Option 1** - Scheme comprising 100% shared ownership;
 - **Option 2** – Scheme comprising 70% shared ownership and 30% London Living Rent.
-
- Transform the Webbs site through a high quality development that changes perceptions of the area, and acts as a gateway to the Blackhorse Lane area;
 - Provide a creative hub for artisan workspaces/small business space that compliments the burgeoning creative businesses in the area;
 - Create a publically accessible attractive link between Sutherland Road and Blackhorse Lane by enabling connectivity for cycling and walking both within the site and surrounding area with accompanying attractive open space;
 - Create an attractive place to live and work that fosters a long term sense of community and engagement in future residents;
 - Participate with other landowners in the area as part of the long term management strategy covering existing sites on Sutherland Road.

2.3. The Sites

Webbs Site

The Webbs site is a 1.67 hectare (4.12 acre) brownfield site which is owned by Greater London Authority Land and Property Limited (GLAP), as a subsidiary of the GLA. It is situated within the Waltham Forest Housing Zone to the north of the A503. The site has a prominent frontage at Blackhorse Lane and Sutherland Road.

The site is connected to the North Circular by the B719 which is a 10 minute drive away. Bus routes nearby connect the site to Walthamstow Central in the east and Tottenham Hale in the west both of which are on the Victoria Line. The nearest station is Blackhorse Road on the Victoria Line and Gospel Oak Barking Line. Blackhorse Road station is currently undergoing a Housing Zone funded refurbishment in 2017/18.

Adjacent Sites

GLAP is pursuing opportunities to acquire neighbouring sites in order to address both existing environmental issues and to create the opportunity for a more comprehensive regeneration of the area. These acquisitions will take place in parallel to disposal of the Webbs site. This is for information only to Panel Members.

The land edged blue on the plan may be incorporated into the opportunity where Panel Members demonstrate that including it offers value and is integral to the redevelopment of the red lined area; otherwise the GLA will look to dispose the land at market value to adjoining land owners. This will be confirmed at ITT.

2.4. General Site Constraints and Considerations

Access

The Webbs site is currently accessed from the west by Blackhorse Lane, to the north by Sutherland Road and south via a currently closed pedestrian access from Blenheim Road. Future access will be determined by the developer and it's expected will include the introduction of a well-designed link between Sutherland Road and Blackhorse Lane.

Ground Contamination

The site has historically had an industrial usage, including a lampshade factory, a glass works with tanks at the centre of the site, a joinery works, warehouses and electricity substations. Intrusive investigations were undertaken in 2014/15 to update previous studies, gather new data and ensure compliance with latest Environmental Agency (EA) regulation. This revealed widespread contamination across the site, within expected levels for a site of this size and of this nature.

A Phase 1 Environmental Risk Assessment revealed a moderate-to-high environmental risk for redevelopment comprising mixed use residential and commercial end use. A Phase 1 Environmental Risk Assessment, Contaminated Land Assessment, Void Health & Safety survey, Fire Risk Assessment, Asbestos Report and a Site Specific Remediation Strategy are available via the TfL's e-tendering portal.

Flood Risk

A site specific flood assessment has been carried out for the site; and is available via TfL's e-tendering portal. The area is not considered to be prone to ground water flooding. Tenderers will need to form their own views on the most appropriate way to address flood risk, if the tenderer wishes to adopt any option they will need to ensure that they are acceptable to the Environment Agency.

Environmental

The site has previously been found to contain Japanese Knotweed and Giant Hogweed in the past, though action has been taken to mitigate these risks by the former owners of the site. On purchase of the site, GLAP has put in place a management strategy to address any risk of further contamination from both Japanese Knotweed and Giant Hogweed on the site on an ongoing basis. GLAP is not aware of any further occurrences since acquisition of the site.

Trees on this site are located predominantly along the south boundary shared with rear gardens of residential homes on Blenheim Road and in a lightly wooded area in the south east corner. As of September 2016 no trees within the site are subject to Tree Preservation Orders or within a Conservation Area designation. A Tree report is available via TfL's e-tendering portal.

Services and Utilities Infrastructure

Three electricity substations are located on the site, two of which appear to be redundant and a third which is well maintained. There is evidence that the site was previously connected to gas as there is a redundant gas valve in the south west corner of the site. There is also a number of redundant fuel storage tanks located on the site. Standard utility and local authority searches have also being undertaken and the results will be available via TfL's e-tendering portal.

Drains and Culvert

There are several open drains and manhole covers observed across the site. A culverted water drain is also present on the site; this runs through the centre of the site and is understood to discharge into the Dagenham Brook to the south west of the site. The consented scheme in 2011 proposed re-routing the sewer to accommodate the proposed design.

Level Differences

There is a level variation across the site, and this should be considered in terms of the finished levels for the new development.

Restrictive Covenants

Please review the title report at ITT stage which will be available via TfL's e-tendering portal.

3. Development Brief

The Blackhorse Lane area is situated within a Housing Zone that is undergoing a period of transformation with a number of sites either at pre-planning and planning stage on site or completed. These changing circumstances are reflected in the adopted development policy and supplementary planning and design guidance. London Borough of Waltham Forest has produced a Development Brief for the Sutherland Road Quarter in accordance with the adopted planning policies for the area. The brief is now available on the Boroughs website.

4. Planning Overview

The site will deliver a scheme that is 100% affordable, either at mix of either 100% shared ownership or 70% shared ownership and 30% London Living Rent in line with the Mayor's priorities to bring forward residential led developments on GLA land and increase the level of affordable housing in London. Subject to eligibility it is expected that Affordable Housing Grant Funding will be available for this scheme line with the emerging SPG and grant funding programme.

The Blackhorse Lane area is within the Waltham Forest Housing Zone which is undergoing a period of significant regeneration. These changes are reflected in the adopted development policy and emerging policy and supplementary guidance. Any development proposals will need to comply with the development planning policies set out by the London Borough of Waltham Forest's Local Plan and the London Plan, whilst having due regard to the Boroughs planning brief.

The site has previously had outline planning consent (reference number 2011/0984/OUT) for a mixed used residential development comprising 235no. dwellings, "Artisan" workshops (Use Class B1), retail (Use Class A1/A2/A3) (Use Class C3), an energy centre, creation of 143 no. basement and grade car parking spaces, landscaping, creation new public realm and associated works.

Development Plan

The Development Plan consists of:

- The London Plan 2016 (Greater London Authority)
- Upper LEA Valley Opportunity Framework – 2013 (Greater London Authority)
- Housing Supplementary Planning Guidance 2016 (Greater London Authority)
- Waltham Forest Core Strategy – 2012 (Waltham Forest Council)
- Development Management Policies - 2013 (Waltham Forest Council)
- Blackhorse Lane Area Action Plan - January 2015 (Waltham Forest Council)

Other considerations

- The Mayors Housing SPG 2016 (Greater London Authority)
- Urban Design SPD 2010 (Greater London Authority)
- Affordable Housing and Viability SPG – November 2016 (Brief)
- Building for Life 12, 2015 (Design Council)
- London Housing Design Guide – Interim Edition (Greater London Authority)
- Blackhorse Lane Urban Design Framework, and Design and Planning Brief for Sutherland Road - 2011 (Waltham Forest Council)
- Sutherland Road Public Realm Masterplan 2014 (Waltham Forest Council)
- Blackhorse Lane Creative Enterprise Zone Feasibility Study – 2015 (Waltham Forest Council)
- Development Brief for Sutherland Road Quarter – 2016 (Waltham Forest Council)

Community Infrastructure Levy

In addition to the London Mayor's CIL, London Borough of Waltham Forest's Charging Schedule came into force in May 2014. A timetable for the review of the current Charging Schedule has not yet been set by the borough.

Policy Framework

Interested parties are invited to undertake their own investigations and planning appraisals. However, without prejudice the following provides an outline of the current and emerging policy framework for the Webbs site.

The Mayor's Upper Lee Valley Opportunity Area Planning Framework (2013) designated Blackhorse Lane as a growth area with locally significant industrial sites. The Blackhorse Lane Area Action Plan identifies the Webb site as an opportunity for mixed used development which incorporates residential and employment opportunities, and outlines the opportunity to increase pedestrian access to and from Blackhorse Lane and Sutherland Road by the introduction of a new green link.

4.1. Current Planning Applications and Consented Schemes in the Area

Mandora Site (ref: 2013/0554) Granted planning consent in 2013, this site is currently on site and will create a mixed used residential led scheme including 507 homes, 527 bedroom student accommodation and community and commercial spaces.

Unity Works (ref: 2012/0726) Construction of 110 residential dwellings with B1 workspace and flexible A1/A2/A3/B1 class floor.

71-78 Sutherland Road (ref: 2014/1165) Scheme is currently on site and will deliver 59 affordable homes on the site and a health centre.

Webbs Industrial site (ref: 2011/0984/OUT) Unimplemented outline planning permission for the comprehensive redevelopment of the Webbs Industrial Estate comprising a mixed use scheme including "Artisan" workshops (Use Class B1), retail (Use Class A1/A2/A3), 235no. residential dwellings (Use Class C3), an energy centre, creation of 143 no. basement and grade car parking spaces, landscaping, creation new public realm and associated works.

4.2. Other Development Sites in the Area

Legal and General site (ref: 161705) The Borough's Planning Committee has recently approved a private rented scheme for 440 homes on this site.

Standard Pub site: Full planning application for 50 residential units with associated supermarket (use class A1) pub/bar/music venue, communal and private space, 19 car parking spaces, 86 cycle spaces, bin store facilities, site landscaping and associated highways works has been submitted, and a committee date is to be set for the application.

152/154 Blackhorse Road: Scheme is consented and will deliver 35 homes, a commencement date for construction is to be confirmed.

30/32 Sutherland Road (ref: 2015/1966) Scheme has planning consent and will deliver 10 homes; the start date is to be confirmed.

5. The Development Opportunity

5.1. Delivery Requirements

The GLA is seeking a development partner with suitable capacity and resource to deliver the following:

- Deliver a high quality redevelopment of the site within the timescales agreed with the GLA in the Development Agreement;
- Secure planning permission(s);
- Prepare the site for development, remediate (where necessary) and manage flood risk;
- Design and implement the infrastructure requirements for the site – this includes working with other organisations and nearby landowners;
- Deliver circa 300 high quality well designed homes at a mix of either 100 % shared ownership or 70% shared ownership and 30% London Living Rent. Note that, subject to eligibility, it is expected that Affordable Housing Grant Funding will be available for this scheme line with the emerging SPG and grant funding programme;

- Deliver a scheme in line with the principles of the earlier consent to bring forward creative work spaces/small business spaces and other non-residential uses across this and neighbouring sites;
- Deliver suitable on-site sustainable energy infrastructure;
- Incorporate a green link across the site linking Sutherland Road and Blackhorse Lane, to enable connectivity for cycling and walking both within the site and to the surrounding areas, and create attractive open space within the development accessible to the wider community;
- Participate with other local landowners as a member of the Sutherland Road Joint Management Board;
- The selected developer will be expected to take control of the site (and assume all estates management responsibilities for security, health and safety and insurance etc.) upon entering into the Development Agreement.

5.2 Design, quality and other standards that will apply

Development will need to respond to the industrial context and provide place-making design solutions to create an exciting and attractive community.

The design principles set out in the ULV OAPF provides six key design principles to encourage design to be carried out in the context of the wider area rather than considering each site in isolation. Proposals should contribute to:

- transforming Blackhorse Lane/Sutherland Road and putting it at the heart of a new urban structure connecting existing communities to the new development;
- we are expecting a requirement of a similar scale to the previous consent for the incorporation of creative work space/small businesses and other non-residential uses on the sites;
- protecting, restoring and enhancing the Green Network;
- addressing edge conditions;
- creating walkable neighbourhoods; and
- ensuring built form follows established patterns and is appropriate.

Housing design will need to meet the standards set out in the London Housing Design Guide Supplementary Planning Guidance and the London Housing Strategy.

The Borough has set out further design principles in their un-adopted Planning Brief which they would hope to see reflected in the design of proposals for the site.

LB Waltham Forest has appointed the Waltham Forest Design Review Panel to work alongside its planning service to review major development schemes and the Borough recommends that the selected developer seeks early engagement through the pre-planning process.

6. Role of the Panel Member

6.1 Lead Developer

The selected developer will be required to meet the GLA's aims and development objectives. This will include pre-development work, such as obtaining planning permission, securing funding, community consultation, design and construction of residential and other uses, marketing, sales and arrangements for longer term estate management.

6.2 Design and Planning

The selected developer will be expected to prepare and submit planning applications for the site and to fully engage with the community, Borough and other key stakeholders in the design development process.

As client, the GLA will look to take an active role in the development of any designs for the site and ensure that the design of any housing within the scheme will need to meet the standards set out in the London Housing Design Guide Supplementary Planning Guidance.

6.3 Control of the site

The selected developer will be expected to take control of the site (and assume all responsibilities for security, health and safety and insurance etc.) upon entering into the Development Agreement.

The Development Agreement (based on the LDP form will also function as an agreement for lease providing grant of the building leases (also following LDP form). A long lease will be transferred to the Developer upon practical completion of the scheme

6.5 Ownership and Management of Housing

We are working with adjacent landowners in Sutherland Road to put in place a proposal for the long term comprehensive management of the residential estate and public realm, the successful bidder will be expected to work in partnership with this group to explore these proposals.

Any successful bidder will be expected to be able to evidence their long term commitment to and engagement with the surrounding community and how the long term management and maintenance of their assets on the site will contribute to the regeneration of the wider area.

6.6 Adjacent Land Holdings

Panel members should set out clearly in their responses whether the land edged blue in the site plan is of sufficient strategic value to the redevelopment of the site, that it should be included in the disposal package. If not the GLA will look to dispose at a market value to adjacent landowners in a form and manner which will ensure its disposal does not conflict with the future development of the Webbs site.

6.7 Indicative Tender Programme

Please note the GLA reserves the right to change the following dates and timings.

Stage	Timing
EOI issued	12 April 2017
EOI returned	3pm on 21 April 2017
Sifting Brief issued	24 April 2017
Last date for clarifications on Sifting Brief	3pm on 2 May 2017
Sifting Brief returns	3pm on 9 May 2017
Selected Panel Members invited to tender	12 May 2017
Clarifications meetings (including site visit)	5 - 9 June-17
Tender return	7 July 2017
Evaluation period	10 July – 21 August 2017
Confirmation of selected bidder	22 August 2017

7 Sifting Brief Evaluation

Evaluation of sifting brief submissions will be based on tenderers responses to the GLA's delivery requirements and experience of certain areas.

Tenderers are asked to prepare a response to the following scored questions, based on the information in this document and their own investigations. Responses should be no more than 2 sides of A4 per question. In addition Tenderers may submit a maximum of 4 sides of A3 illustrations or designs to accompany the responses where they consider this appropriate. Responses must be relevant to the project, but can draw on the previous experience of the tenderer in order to illustrate the answer. The evaluation will be undertaken by a panel made up of representatives from GLA Investment and Operations team. Each question will be weighted and scored 0-5 as shown below.

7.1 Scored Questions:

Question	Weight
Bidders should set out clearly whether inclusion of the land edged blue in the plan is integral to their proposal for to deliver this project. The inclusion of this land will be confirmed at ITT.	10%
How would you deal appropriately with site development constraints on the site– specifically services, a culvert and utility infrastructure, while maximising the development potential and viability of the site?	15%
Demonstrate your understanding of the local market context and market potential for the site and how this informs your approach to development density and residential typologies	15%
How would you look to achieve the delivery of a scheme (in accordance with Paragraphs 5.1 and 5.2 above) where 100% of the homes are affordable on the site whilst maximising the value achieved for all parties?	20%
How would you approach the design and delivery of workspace to ensure it meets the requirements of intended operators and future occupiers?	20%
Identify the key risks in undertaking and completing the project and set out your strategy for mitigating these risks (where mitigation is possible)?	10%
Describe the team, and consultants, you intend to assemble for this project and outline how this team’s relevant skills and experience will be applied to achieve the GLA’s objectives (as set out in Paragraph 5.1 above) and increase speed of delivery at the site. (Please DO NOT submit CVs)	10%

Score	Classification	Definition
0	No response	No response at all or insufficient information provided in the response such that it is totally un-assessable and/or incomprehensible.
1	Unsatisfactory response	Substantially unacceptable submission which fails to set out a response that addresses the requirement: little or no detail may have been provided to support the response and/or considerable reservations as to the panel member's proposals in respect of relevant ability, understanding, expertise, skills and/or resources to undertake the project.
2	Partially acceptable response	Weak submission which does not set out a response that fully addresses the requirement: response may be basic/minimal with little or no detail provided to support the response and/or some reservations as to the panel member's response in respect of relevant ability, understanding, expertise, skills and/or resources to undertake the project.
3	Satisfactory and acceptable response	Submission sets out a response that largely addresses the requirement, with some detail provided to support the response; and/or minor reservations as to panel member's response in respect of relevant ability, understanding, expertise, skills and/or resources to undertake the project..
4	Very good response	Submission sets out a robust response that fully addresses the requirement, with full details provided to support the response; and the response provides full confidence as to the relevant ability, understanding, expertise, skills and/or resources to undertake the project.
5	Outstanding response	Submission sets out a robust response (as for a 4 score – above) and, in addition, provides or proposes additional value and/or elements of the response display significant innovation which contributes towards the delivery of Mayoral targets over and above the minimum requirements i.e. achieve >50% affordable, above design standards, overcoming constraints to maximise unit numbers

7.2 Terms

By issuing this sifting brief, GLA is in no way committed to awarding any contract and reserves the right to cancel the tendering process at any point. GLA shall not be liable for any costs resulting from any cancellation of this tendering process, nor for any costs incurred by those expressing interest in or tendering for this opportunity.

The selected member of the London Development Panel will enter into one of the London Development Panel legal agreements and deliver the site in accordance with the legal agreement.

In order that the site is delivered in a timely fashion developers will be required to submit a clear programme with appropriate milestones for delivery of key outputs, providing for step in rights for the GLA if drawdown and development targets are not adhered to.

These particulars are set out as a general outline only for information and guidance of intending purchasers only. Interested parties must satisfy themselves or otherwise as to the correctness of these details.

7.3 Structure of the Transaction/Legal Documentation

The standard form of legal documentation has been modified to provide for:

- Programmed milestones linked to delivery of outputs and development stages. This will include delivery of first completions by Q1 2020/21 with appropriate sanctions including step-in if the delivery targets are not adhered to.
- The Development Agreement (DA) (based on the LDP form) will also function as an agreement for lease providing for the grant of building leases (also following the LDP form).
- The DA will be conditional upon the grant of outline planning permission. The remediation strategy will also need to be agreed. The overall programme and milestones for the development as a whole must be agreed at this stage as well. Evidence that the developer has necessary funding in place and, where relevant evidence of pre-lets will also be required.

The proposed draft Development Agreement will be available at ITT.

8. Appendices

Appendices will be available via TfL's e-tendering portal

Documents available on TfL's e-tendering portal will include:

- 8.1.** Environmental Risk Assessment
- 8.2.** Environmental Survey
- 8.3.** Asbestos Report
- 8.4.** Fire Risk Assessment
- 8.5.** Void Unit Health & Safety Survey
- 8.6.** Invasive Species Reports and Warranties
- 8.7.** Tree Report
- 8.8.** Utility and local authority search results

9. Sifting Brief Response

Please respond via TfL's e-tendering portal by by **3pm on Tuesday 9th May 2017.**

London Development Panel

Stage 3 Mini-Competition

Former Webbs Industrial Site, Waltham Forest, London

London Development Panel



Client Contact: Alexandra Ebert-Brading

Transport for London

Email: Alexandra.Ebert-Brading@tfl.gov.uk

Phone: 020 3054 2245

On 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 **24th May 2017**, upload your tender document to the e-tendering portal by mid-day **7th July 2017** and provide **5** paper copies within 3 working days

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1. INTRODUCTION

Purpose

- 1.1.** This Invitation to Tender (ITT) is issued by Greater London Authority (GLA) via Transport for London (TfL) to the London Development Panel members shortlisted to tender for the Webbs development project in Waltham Forest. It provides a description of the project and development proposals, the GLA's delivery requirements, instructions to developers (including a description of the tender process) and evaluation criteria.
- 1.2.** In 2009 the GLA's procurement function was delegated to TfL and as such TfL Group Procurement manages GLA's procurement function, which includes undertaking procurement exercises and providing tender information on behalf of the GLA.
- 1.3.** The land at 47 Sutherland Road and 108 Blackhorse Lane (see Figure 1 overleaf) is a registered asset of GLA Land and Property Limited (GLAP), a wholly owned subsidiary of the GLA, and is referred to in this document as the "Webbs site".
- 1.4.** GLAP is the legal entity with whom the preferred delivery partner will be expected to enter into contract with to deliver the Webbs site using the London Development Panel standard form documents. For ease throughout the document "GLA" is used to refer to both GLA and GLAP unless otherwise stated.

The Development Opportunity

1.5. Development Requirements

The GLA is bringing the site to the market via the London Development Panel (LDP) to seek a development partner with suitable capacity and resources to deliver the following:

- Deliver a high quality redevelopment of the site in a single phase of development, with all delivery of all residential units commenced by 31st March 2021;
- Secure planning permission(s) necessary to deliver the proposals for the site along with all other necessary consents, construction, marketing and lettings;
- Design and implement the infrastructure requirements for the site – this includes working with other organisations and nearby landowners where necessary;
- A target of 300 high quality well designed affordable homes at a mix of either 100 % shared ownership or 70% shared ownership and 30% London Living Rent;
- Bring forward creative work spaces/small business spaces and other non-residential uses;
- Deliver suitable on-site sustainable energy infrastructure in line with London Plan requirements;
- Incorporate a green link across the site linking Sutherland Road and Blackhorse Lane, to enable connectivity for cycling and walking both within the site and to the surrounding areas;
- Participate with other local landowners as a member any joint management board or similar forum;
- Upon entering in to the Development Agreement, take possession of the site and as necessary and appropriate, be responsible for the provision of estate management and associated costs for security, health and safety and insurance etc. as outlined in Section 3.2.20 below.

1.6. Tenderers must offer a guaranteed minimum land value for the Webbs site

Indicative Tender Timetable

1.7. The following table sets out the GLA's timetable for this tender and the period up to the appointment of a development partner. This timetable is indicative only and the GLA reserves the right (in its absolute discretion) to adjust the dates given.

Stage	Dates
Issue of ITT	18 May 2017
Acknowledgment of receipt	24 May 2017
Tenderer Clarification Open	12 June 2017
Tender Clarification Close	16 June 2017
Tender return	7 July 2017
Tenderer presentation to the GLA/clarification meetings	7 – 9 August 2017
Evaluation period	15 July – 21 August 2017
Confirmation of selected Tenderer	22 August 2017

Viewing/site visits

1.8. Site visits can be arranged on request. Please contact Michael Atkins at the GLA on 020 7983 5737 or by email at michael.atkins@london.gov.uk

Clarification meetings and presentations

1.9. Please contact Michael Atkins at michael.atkins@london.gov.uk to arrange one hour slots at the clarification and presentations meetings listed in the table above. These will be allocated on a first to book basis.

2. The Development Opportunity

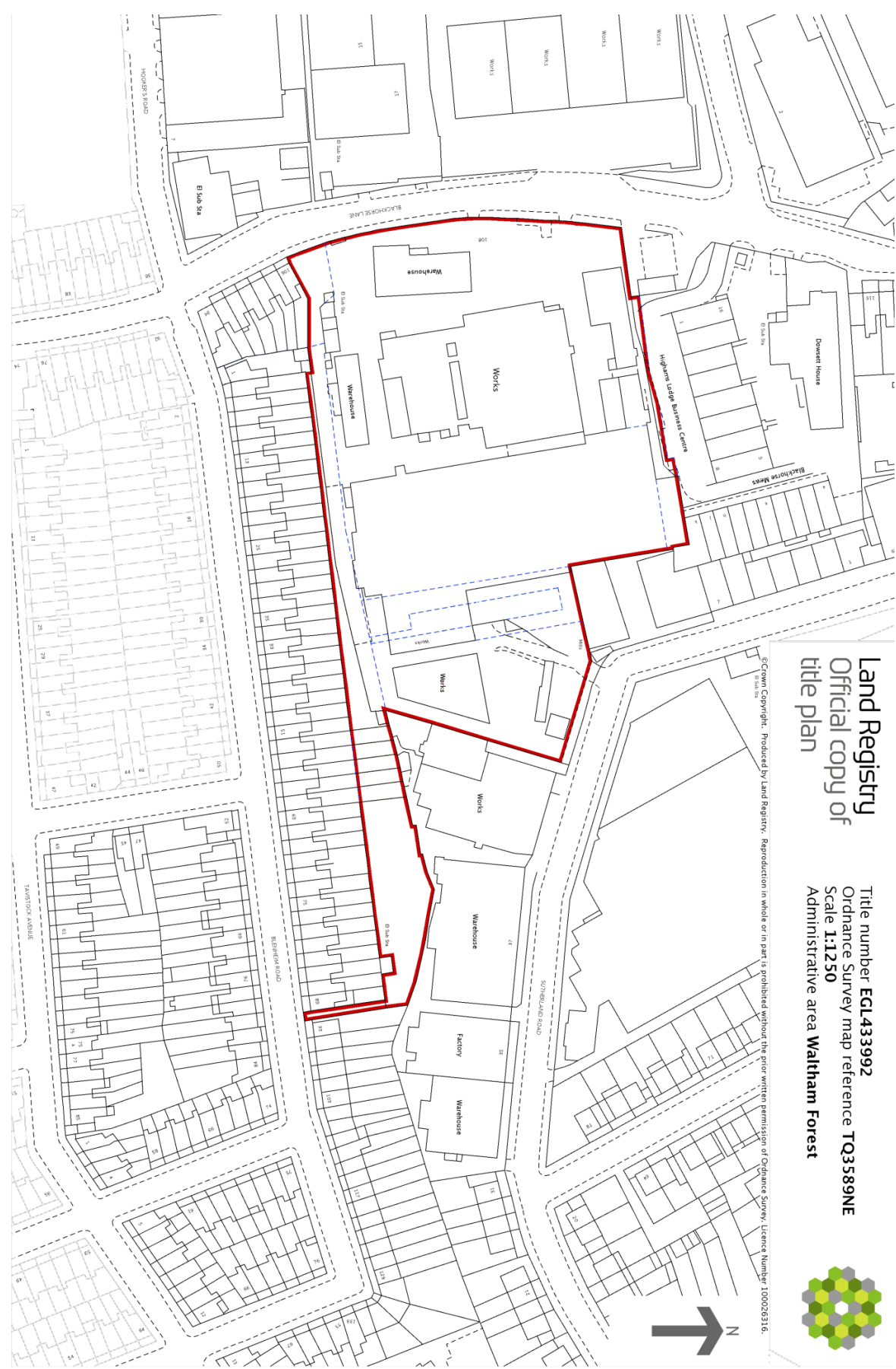
Background

- 2.1.** The GLA is seeking a development partner to deliver a new high-quality residential-led development in Blackhorse Lane in the London Borough of Waltham Forest.
- 2.2.** The Mayor's Homes for Londoners: Affordable Homes Programme 2016-2021 is committed to delivering at least 90,000 new affordable homes over the next five years with the long term aim for half of all new homes delivered in this programme to be affordable.
- 2.3.** The site is located in a prime area for development with excellent transport links, makes it ideally suited to deliver a residential led development. A high quality public realm, alongside a creative hub for artisan work spaces and the emerging town centre at Blackhorse Road will help to change perceptions of the area and act as a gateway to the Blackhorse Lane area.

The Webbs Site

- 2.4.** The Webbs site is a 1.67 hectare (4.12 acre) brownfield site which is owned by GLAP. It is situated within the Waltham Forest Housing Zone to the north of the A503. The Webbs site has a prominent frontage on Blackhorse Lane and Sutherland Road. Please see the plan at Figure 1.
- 2.5.** The site is connected to the North Circular by the B719 which is a 10 minute drive away. Bus routes nearby connect the site to Walthamstow Central in the east and Tottenham Hale in the west both of which are on the Victoria Line. The nearest station is Blackhorse Road on the Victoria Line and the overland Gospel Oak Barking Line. Blackhorse Road station is currently undergoing a Housing Zone funded refurbishment in 2017/18.
- 2.6.** Further to Section 2.2 of the Sifting Brief, GLA intends to offer the whole site outlined at EOI, including the edged blue in the Sifting Brief plan.

Figure 1: Land Registry Site Location Plan



3. PROJECT AIMS AND OBJECTIVES

GLA's Vision

- 3.1.** The GLA's aspiration for the Webbs Industrial site is to transform this brownfield site into a high quality, well designed and sustainable place for people to live and work; assist in the regeneration of the Blackhorse Lane area and bring about a step-change in the perceptions of the area as well as increase the supply of Affordable Housing in London in support of the Mayor's priorities

Aims and Objectives

- 3.2.** The Mayor of London wishes to bring forward a unique high quality residential led mixed used development on the Webbs site which achieves the following key aims and objectives:

Programme

- 3.2.1** The GLA requires that the selected Tenderer must have commenced development work on all eligible residential units on or before 31st March 2021, with a realistic delivery programme that reflects an ambition to realise the full scale of the development in a timely manner.

Genuinely Affordable Homes for Londoners

- 3.2.2** In accordance with London Plan Policy 3.3 – increasing Housing Supply; the key objective of this project is to deliver some much needed affordable homes that meet the requirements of Londoners.
- 3.2.3** To contribute to meeting London's housing needs by seeking to achieve a target of 300 high quality and well-designed affordable homes based on either 100% shared ownership or 70% shared ownership and 30% London Living Rent. It is expected that tenderers will submit one proposal for affordable housing mix in their tender submission, either Option 1 (100% Shared Home Ownership) or Option 2 (70% Shared Home Ownership and 30% London Living Rent).
- 3.2.4** 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 information is available on the GLA's website at <https://www.london.gov.uk/what-we-do/housing-and-land/renting/london-living-rent>
- 3.2.5** Although not formally adopted, Tenderers should be aware of the consultation draft Affordable Housing and Viability Supplementary Planning Guidance (SPG), which includes information on the LLR. Please see the following link - <https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/supplementary-planning-guidance/affordable-housing-and>

Providing a Good Mix of Housing

- 3.2.6** Following guidance set out in LBWF's local plan (Policies CS2 and CS3), the affordable homes are to be provided with an appropriate range of sizes.
- 3.2.7** Tenderers should provide for an appropriate level of family housing within the site in line with the required Local Plan Policy and mix of housing for the Waltham Forest area. It is noted that this is a key ambition for the Borough.

Delivery of High Quality Housing

- 3.2.8** All homes to be delivered 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 and comply with the Sustainable Design and Construction Supplementary Planning Guidance, April 2014.
- 3.2.9** GLA's strong preference is for the development to be undertaken in a single phase of construction.

Provision and Design of Non-residential space

- 3.2.10** Deliver a scheme that incorporates the key principles of the previous planning permission (2011/0984/OUT), and aligns with the ambitions of the London Borough of Waltham Forests Sutherland Road Quarter Brief (1300-1350 sq m of A1,3, D1 floorspace and up to 2,750 sq m of B1 a/b/c floorspace).to bring forward a scheme that provides work space and or small business spaces along with other non-residential space resulting in a creative hub for artisan workspaces/small business space that compliments the burgeoning creative businesses in the area and maximises, where possible, local job provision.
- 3.2.11** All non-residential buildings should meet the 'very good' standard within BRE's BREEAM scheme for non-residential buildings with an aspiration to meet the 'Excellent' standard.
- 3.2.12** To create a publically accessible attractive link between Sutherland Road and Blackhorse Lane by enabling connectivity for cycling and walking both within the site and surrounding area.

Delivering Strong Design and Place-making principles

- 3.2.13** Proposals for place-making must deliver high quality public realm enhancements which meet current London Plan standards, specifically and the proposals should seek to strengthen the area's identity and deliver a transformational regeneration of the site. Tenderers should also consider how development will address the design principles set out in the Upper Lee Valley OAPF and Blackhorse Road Area Action Plan.

Landscaping and Public Realm

- 3.2.14** Development will need to respond to the local and historical industrial context and provide place-making design solutions to create an exciting and attractive community. Public realm enhancements should comply with London Plan (2015) standards and the All London Green Grid (ALGG) public realm framework. Proposals put forward by Tenderers should integrate with and compliment the proposed public realm improvement works outlined by the Borough in the Sutherland Road Public Realm Masterplan (2014).

Boundaries

- 3.2.15** Proposals should address the diverse conditions that exist along each of the boundaries of the site through careful site planning, massing, buffering, public realm and active frontages. In addition, consideration of the most appropriate uses to be located on the boundaries.

Layout

- 3.2.16** Proposals should consider how buildings and public and private/semi private spaces will be arranged on the site, the relationship between them and the surrounding area.

Connectivity

- 3.2.17** The development should incorporate an attractive link between Sutherland Road and Blackhorse Lane.

Scale

- 3.2.18** The development should contain buildings and spaces which are appropriate (their proportions in height, width and length) for the site and tenderers should outline how they will ensure that the scale of the development is in accordance with the relevant planning policies for the area and development restrictions imposed by the current surrounding uses of the site and the level changes within the site.

Build Quality and Appearance

- 3.2.19** Tenderers will need to consider both the quality of building materials and architectural detail in their proposals and ensure development is compliant with relevant design/construction standards with a view to providing uplift in quality of housing stock in the local area.

Providing an Effective and Long Term Management Strategy

- 3.2.20** Operationally, the Webbs site is currently managed as part of the wider GLA estate portfolio by GVA Bilfinger, including maintenance, security and regular inspection. It is expected that the selected development partner will take control of the site on entering in to the DA or (if later) immediately after GLA has completed the works referred to in clause 5.2 and its contractors have vacated the site and be responsible for its ongoing management, maintenance and

effective operation until such time as the development is complete and the freehold is assigned. Submissions should include a strategy for management of the site in the interim in line with the expectations set out in Section 8.33.

- 3.2.21** It is GLAP's view that the provision of high-quality and efficient long-term management strategy, embodying a commitment to the regeneration and transformation of this area both during and after construction will be essential to creating a sense of place and engagement with the community. Tenderers will be expected to reflect these aspirations in their submissions in the form of a long term management strategy for the development, including looking at how they propose to work with nearby landowners and stakeholders to achieve these aims.

Land Value

- 3.2.22** The Tenderer will be expected to provide a Guaranteed Minimum Land Value (net of all costs). The financial evaluation will be carried out on the basis of this figure. In the event that the winning tender has a negative value, the GLA will accept no liability to meet the funding gap.
- 3.2.23** Payment of the proposed guaranteed minimum land value is anticipated on grant of uncontested planning consent. Given the nature of the site and products proposed deferred payments will not be considered.
- 3.2.24** Tenderers are invited to submit a single proposal for the affordable housing mix on the site, **either** Option 1 (100% Shared Home Ownership) or Option 2 (70% Shared Home Ownership / 30% London Living Rent), and a Guaranteed Minimum Land Value as a result.
- 3.2.25** The Guaranteed Minimum Land Value will form the primary basis for appraisal of the financial offer (Section B) and is weighted accordingly, and submitted bids will be scored on a like for like basis.
- 3.2.26** Following initial testing and appraisal of the development viability of the proposed products it is anticipated that submitted proposals will not require Affordable Housing Grant funding to be viable, and all resulting offers of a Guaranteed Minimum Land Value should be made on that basis.

Project Team, Approach and Project Management

- 3.2.27** Tenderers will be expected to establish an appropriately skilled and experienced team to manage the planning and delivery of the scheme and develop a suitable project management methodology that includes engagement with key project stakeholders.
- 3.2.28** There is no requirement to work with consultants from specific GLA frameworks.

4. PLANNING OVERVIEW

- 4.1.** The Blackhorse Lane area is within the Waltham Forest Housing Zone which is undergoing a period of transformation. These changes are reflected in adopted development plan policy, and in new emerging policy and guidance. Any development planning proposals will need to comply with the development planning policies set out by the London

Borough of Waltham Forest's Local Plan and the London Plan, whilst having due regard to the Boroughs Development Brief for Sutherland Road Quarter (2016).

- 4.2.** The site has previously had outline planning consent (2011/0984/OUTOUT) for a mixed used residential development comprising 235no. dwellings, "Artisan" workshops (use Class B1), retail (Use Class A1/A2/A3), (Use class C3), an energy centre, creation of 143 no. basement and grade parking spaces, landscaping, creation new public realm and associated works. The Borough has indicated that it expects any future proposal to be in line with the published Development Brief for Sutherland Road Quarter (2016) which identifies the opportunity for appropriate densification within the development, in addition to the potential for a reduction in car parking provided in the site. This would be in line with the current and emerging London Plan vision for sites such as this with strong transport links.

Development Plan

- 4.3.** The adopted Development Plan consists of:

- 4.3.1** The London Plan 2016 (Greater London Authority)
- 4.3.2** Upper Lea Valley Opportunity Framework – 2013 (Greater London Authority)
- 4.3.3** Housing Supplementary Planning Guidance 2016 (Greater London Authority)
- 4.3.4** Waltham Forest Core Strategy - Development Management Policies – 2013 (Waltham Forest Council)
- 4.3.5** Blackhorse Lane Area Action Plan – January 2015 (Waltham Forest Council)

Other considerations

- 4.3.6** The Mayor's Housing SPG 2016 (Greater London Authority)
- 4.3.7** Urban Design SPD 2010 (Greater London Authority)
- 4.3.8** Affordable Housing and Viability SPG –November 2016 (Greater London Authority)
- 4.3.9** Building for Life 12, 2015 (Design Council)
- 4.3.10** London Housing Design Guide – Interim Edition (Greater London Authority)
- 4.3.11** Blackhorse Lane Urban Design Framework, and Design and Planning Brief for Sutherland Road – 2011 (Waltham Forest Council)
- 4.3.12** Sutherland Road Public Realm Masterplan 2014 (Waltham Forest Council)
- 4.3.13** Blackhorse Lane Creative Enterprise Zone Feasibility Study 2015 (Waltham Forest Council)
- 4.3.14** Development Brief for Sutherland Road Quarter – 2016 (Waltham Forest Council)

Community Infrastructure Levy

- 4.4.** In addition to the London Mayor's CIL, London Borough of Waltham Forest's Charging Schedule came into force in May 2014. A timetable for the review of the current Charging Schedule has not yet been set by the Borough.

Policy Framework

- 4.5.** Interested parties are expected to undertake their own investigations and planning appraisals. The following paragraphs provide an outline of the current and emerging policy framework for the Blackhorse Lane area.

- 4.6.** The Mayor's Upper Lee Valley Opportunity Area Planning Framework designated Blackhorse Lane as a growth area with locally significant industrial sites. The Blackhorse Lane Area Action Plan identifies the Webbs site as an opportunity for residential led mixed used development which incorporates employment opportunities, and outlines the opportunity to increase pedestrian access to and from Blackhorse Lane and Sutherland Road by the introduction of a new green link.
- 4.7.** The site falls within Waltham Forest's Blackhorse Road and Northern Olympic Fringe Housing Zone. The vision for the Housing Zone supports development of circa 2,508 residential units across the Zone as a whole and identifies this site as a primary location for development.

Current Planning Applications and Consented Schemes in the Area

- 4.8. Mandora Site (ref: 2013/0554)** Granted planning consent in 2013, this scheme is currently on site and will create a mixed use residential led development including 507 homes, 527 bedroom student accommodation and community and commercial spaces.
- 4.9. Unity Works (ref: 2012/0726)** Construction of 110 residential dwellings with B1 workspace and flexible A1/A2/A3/B1 class floorspace.
- 4.10. 71-78 Sutherland Road (ref: 2014/1165)** Scheme is currently on site and will deliver 59 affordable homes on the site and a health centre.

Other Development Sites in the Area

- 4.11. Legal and General site (ref: 2016/1705)** The Borough's Planning Committee has recently approved a private rented scheme for 440 homes on this site.
- 4.12. Standard Pub site:** Full planning application for 50 residential units with associated supermarket (use class A1) pub/bar/music venue, communal and private space, 19 car parking spaces, 86 cycle spaces, bin store facilities, site landscaping and associated highways works has been submitted, and a committee date is to be set for the application.
- 4.13. 152/154 Blackhorse Road:** Scheme is consented and will deliver 35 homes; a commencement date for construction is to be confirmed.
- 4.14. 30/32 Sutherland Road (ref: 2015/1966)** Scheme has planning consent and will deliver 10 homes; the start date is to be confirmed.

5. General Site Constraints and Considerations

- 5.1.** Tenderers should take note of the site constraints set out in Part 5 of this document and all information disclosed on the TfL's e-tendering portal so as to ensure these are considered within tender submissions.

Site Clearance

- 5.2.** The GLA has secured quotes from registered contractors to undertake the following demolition and clearance works to be undertaken by the GLA. Proposals should be made on this basis, and as more clearly set out in the quote for the demolition and clearance works available on the TfL e-tendering portal;

- 5.2.1** Removal of pigeon guano prior to works commencing;
- 5.2.2** Asbestos removal as identified in the Pre-Demolition Report as requiring removal;
- 5.2.3** Demolition of existing structures down to (but not including) slab, including removal of existing fuel containers.

- 5.3.** The aforementioned Pre-Demolition Asbestos Report is available via TfL's e-tendering portal. In line with the normal tendering procedure (save to where a contrary indication is given), GLA can offer no warranty or other form of reliance on this assessment. However, it will ensure the works undertake as set out at 5.2 are warranted by the third party provider and that the successful Tenderer is provided with such a warranty.

Access

- 5.4.** The site is currently accessed from the west by Blackhorse Lane, to the North by Sutherland Road and South via a currently closed pedestrian access from Blenheim Road. Future access will be determined by the developer and it's expected will include the introduction of a well-designed link between Sutherland Road and Blackhorse Lane.

Ground Contamination

- 5.5.** The site has historically had an industrial usage, including a lampshade factory, a glass works with tanks at the centre of the site, a joinery works, warehouses and electricity substations. Intrusive investigations were undertaken in 2014/15 to update previous studies, gather new data and ensure compliance with latest Environmental Agency (EA) regulation. This revealed widespread contamination across the site, within expected levels for a site of this size and of this nature.
- 5.6.** A Phase 1 Environmental Risk Assessment revealed a moderate-to-high environmental risk for redevelopment comprising mixed use residential and commercial end use. A Phase 1 Environmental Risk Assessment, Contaminated Land Assessment, Void Health & Safety survey, Fire Risk Assessment, Asbestos Report and a Site Specific Remediation Strategy are available via TfL's e-tendering portal.
- 5.7.** A reliance letter will be available for the Developer in respect of the Phase 1 Environmental Risk Assessment which was obtained by GLA (the draft letter is available on the TfL e-tendering portal) but the other reports were prepared for the former owner of the site and are provided for information only.

Flood Risk

- 5.8.** A site specific flood assessment has been carried out for the site and is available via TfL's e-tendering portal. The area is not considered to be prone to ground water flooding. In line with the normal tendering procedure (save to where a contrary indication is given), GLA can offer no warranty or other form of reliance on this assessment.

Environmental

- 5.9.** Knotweed and Giant Hogweed, though action has been taken to remove the contamination and mitigate any future risk by the former owners of the site. On purchase of the site, GLAP has put in place a management strategy to address any risk of further contamination from both Japanese Knotweed and Giant Hogweed on the site on an ongoing basis. GLAP is not aware of any further occurrences since acquisition of the site. The next inspection is due in mid-May and GLA will arrange to carry out the necessary treatment if there has been a recurrence. In line with the normal tendering procedure (save where a contrary indication is given), GLA can offer no warranty or other form of reliance on the outcome of this inspection.
- 5.10.** Trees on this site are located predominantly along the south boundary shared with rear gardens of residential homes on Blenheim Road and in a lightly wooded area in the south east corner. As of September 2016 no trees within the site are subject to Tree Preservation Orders or within a Conservation Area designation. A Tree report is available via TfL's e-tendering portal.

Services and Utilities Infrastructure

- 5.11.** Three electricity substations are located on the site, two of which appear to be redundant and a third which is well maintained. The active substation is operated by UK Power Networks (UKPN) adjacent to the site, but not within the ownership of GLAP. It is anticipated to remain in situ.
- 5.12.** There is evidence that the site was previously connected to gas as there is a redundant gas valve in the south west corner of the site. There is also a number of redundant fuel storage tanks located on the site. Standard utility and local authority searches have also been undertaken and the results are available via TfL's e-tendering portal.

Drains and Culverts

- 5.13.** There are several open drains and manhole covers observed across the site. A culverted water drain is also present on the site; this runs through the centre of the site and is understood to discharge into the Dagenham Brook to the south west of the site. The consented scheme in 2011 proposed re-routing the sewer to accommodate the proposed design. Standard utility and local authority searches have also been undertaken and the results are available via TfL's e-tendering portal.

Level Differences

- 5.14.** There is a notable level variation across the site, and this should be considered in terms of the finished levels for the new development.

Title Matters

5.15. Tenderers are expected to review the title information available via TfL's e-tendering portal and adequately satisfy themselves as to any possible risks.

5.16. The title documents included in the at the e-tendering portal are:

- 5.16.1** Up to date LR official copies of the title and plans for the 2 GLA titles EGL433992 and EGL514158;
- 5.16.2** The substation title NGL7147;
- 5.16.3** Replies to CPSE and Additional Enquiries provided by the previous Sellers in 2016;
- 5.16.4** Defective title policy (TO FOLLOW)

6. STRUCTURE OF THE TRANSACTION

- 6.1.** This Section sets out the GLA's expectation in relation to the role of its appointed developer, particularly in respect of legal documentation and planning.

Developer

- 6.2.** The selected developer will be required to act as lead developer with responsibility for meeting the GLA's strategic development objectives and will be wholly liable to the GLA for performance against such obligations and provide a suitable guarantee for the same. This will include pre-development work, such as entering into legal agreements, obtaining planning permission, securing funding, master planning, community consultation, design and construction of infrastructure and development, marketing, sales and arrangements for longer term estate management.

Legal Documentation

- 6.3.** The standard form LDP Agreements will be modified to reflect the following :
- 6.3.1** Programmed milestones linked to delivery of outputs and development stages (obtaining planning, timeframe for start on site, completion of development etc.) with appropriate sanctions including step-in if milestones are not achieved;
 - 6.3.2** 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). Given the relatively small scale of the site, single phase delivery is envisaged/preferred;
 - 6.3.3** The DA will be conditional upon completion of the demolition and clearance of the site by the GLA, the grant of outline planning permission and further conditions covering reserved matters approval, finalisation of the programme and milestones for delivery of the scheme, demonstration of compliance with the quality standards, approval of relevant development strategies and evidence that the developer has necessary funding in place;
 - 6.3.4** 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;
 - 6.3.5** The selected developer will be expected to meet the reasonable legal costs of the GLA in administering the DA once in contract.

Planning

- 6.4.** The selected developer will be required to prepare and submit planning applications for the site and to fully engage with the Local Authority and other key stakeholders in the design development process. The developer will commit to both the Council's and the GLA's pre-application processes.
- 6.5.** LB Waltham Forest will expect the developer to enter into a Planning Performance Agreement as part of any submission.

- 6.6.** The Borough have offered to make their team available (covering Housing, Regeneration, Planning and Environmental services) to provide views and feedback for all bidders in parallel with this bidding process. Such sessions are not compulsory, will not form any part of the scoring process, nor will the GLA fund the costs of any such meeting, but are offered by the Borough in their role as Planning Authority in advance of any formal Pre Application process.
- 6.7.** Should any tenderer wish to make use of such arrangements, they will be expected to notify Michael Atkins at michael.atkins@london.gov.uk by the 12th of June 2017 who will arrange for the Borough to liaise with the tenderer directly.

Sources of Funding

- 6.8.** As described in the Submission Requirements Section of this document (Section 8) bidders will be expected to ensure their financial offers and proposed Guaranteed Minimum Land Value does not assume the availability of any GLA led Affordable Housing Grant funding being to deliver the scheme. This includes both Grant funding sourced from the GLA under any existing or former programme, Disposals Proceeds Fund (DPF) and Recycled Capital Grant Funding (RCGF).
- 6.9.** If submitted proposals look to make use of other funding sources, tenderers will be expected to ensure that they are eligible to access these funds and that there is a reasonable expectation of these funds being secured at the required point in time.

Key Milestones

- 6.10.** The Mayor is committed to commencing development of 90,000 or more affordable homes in London by 31st of March 2021, and it is expected that the Webbs site will contribute to this target.
- 6.11.** As such it is anticipated that development will commence on site on or before 31st of March 2021, with a realistic delivery programme that reflects an ambition to realise the full scale of the development in a timely manner.

7. GOVERNANCE

- 7.1.** The successful developer will be required to engage with LB Waltham Forest to progress planning applications against specified project timeframes,
- 7.2.** The project will be directly managed by a designated Area Manager from the GLA's Housing and Land Directorate, with oversight from the Senior Area Manager/Head of Area.

8. SUBMISSION REQUIREMENTS

- 8.1. The information set out or referred to in this ITT should be considered fully by Tenderers when forming their response to this Section 8, particularly the requirements of Sections 3 and 5 which outline the GLA's aims and objectives for the development and the site specific issues.

Structure of the Tender

- 8.2. It is essential that submissions are set out in distinct Sections that address each of the GLA's information requirements. Submissions must comply with the page limits and document sizes specified, failure to do so may result in a tender being disqualified. Text outside the defined page limits will be disregarded. Tenderers should use plain concise English, clear diagrams and ensure that the documents are legible and well structured.
- 8.3. The submission must be set out in A4 format (and A3 where requested), font size 12, and structured as set out below:

Evaluation Area	Section	Page Limit
A: Quality	Placemaking, Design and Development / New and Affordable Housing / Commercial Development	12 sides (total) of A4 4 sides A3 for illustrations
	Project team approach and project management	4 sides of A4
	Programme	4 sides of A4 for narrative 2 sides of A3 for Gantt Charts
	Approach to gaining planning permission	4 sides of A4
	Approach to dealing with development constraints	4 sides of A4
	Approach to long term management	4 sides A4
	Project risk assessment and management	4 sides of A4
B: Financial		n/a
C: Mandatory Requirements		n/a

Affordable Housing Mix

- 8.4.** Tenderers should select one proposal for affordable housing mix in their tender submission, either Option 1 (100% Shared Home Ownership) or Option 2 (70% Shared Home Ownership and 30% London Living Rent).
- 8.5.** Financial proposals should not assume or include Affordable Housing Grant funding, even where the outturn is a negative land value. The availability of grant will be decided separately in line with normal eligibility criteria..
- 8.6.** The GLA will not accept variant or duplicate bids, and will score all submissions on a like for like basis.

Section A: Quality

- 8.7.** The quality section of the ITT will be evaluated by reference to the table at Section 9.4 and 9.6 and has a total of 60% of the marks.
- 8.8.** Tenderers should provide a clear site development analysis which details their approach to design and acknowledges the site constraints, and indicates the quantum, mix and overall quality of the scheme.
- 8.9.** Submissions should include a statement and up to 4 legible drawings (A3) to RIBA stage 2 that illustrate the approach.
- 8.10.** Tenderers should ensure that their submission is consistent with the information provided in other areas of the response and with that shown in the financial model.

Place-making, Design and Delivery (10%)

- 8.11.** Tenderers should set out to RIBA stage 2 how they will approach place-making and delivery of high quality design on the Webbs site. Proposals should present a holistic approach to transform the site through a considered approach to place-making, high quality design and public realm enhancements which meet London Plan design standards and the London Borough of Waltham Forests design objectives.
- 8.12.** The Tenders solution should achieve a 'step-change' in perceptions of the area which transforms it from a post-industrial brownfield site into a new residential community.
- 8.13.** Tenderers submissions must address the following:
 - 8.13.1** Uses and typologies (residential, commercial and other)
 - 8.13.2** Landscaping and Public Realm
 - 8.13.3** Boundaries
 - 8.13.4** Layout
 - 8.13.5** Connectivity
 - 8.13.6** Accessibility
 - 8.13.7** Scale
 - 8.13.8** Build Quality and Appearance

- 8.14.** In respect of paragraph 8.13.1 the Tenderer's submissions should address the relevant requirements of Sections 1.5 and 3.2 detailing the GLA's aims and objectives.
- 8.15.** Tenderers should submit a design and sustainability statement, which sets out how the development will meet the London Housing Design Guide 'Good Practice (Priority 2)' standards and:
- 8.15.1** accords with the London Plan Housing Supplementary Planning Guidance - 2016 (Greater London Authority);
 - 8.15.2** meets an equivalent standard to the former Code for Sustainable Homes Level 4;
 - 8.15.3** complies with the Sustainable Design and Construction Draft Supplementary Planning Guidance July 2013;
 - 8.15.4** meets the energy requirements in the London Plan and the "Very Good" standard within BRE's BREEAM scheme for non-residential buildings with an aspiration to meet the "Excellent" standard;
 - 8.15.5** incorporate a green link between Sutherland Road and Blackhorse Lane and how this can be progressed at an early stage of the development.
- 8.16.** Tenderers should provide details on how they would deal appropriately with site constraints set out in Section 5 of this ITT whilst maximising the development potential and viability of the site. They should describe the approach to remediating the site and delivering site infrastructure which meets the aims and objectives outlined in Section 3.
- 8.17.** The submission must present solutions which are compliant with prevailing planning policy, technical and environmental legislation.
- 8.18.** Submissions should provide a strategy for the commercial offer. This should include analysis of relevant residential and commercial market sectors as they relate to the proposed development alongside a sales and marketing strategy to demonstrate how the anticipated sales and rental programme will be achieved.

New and Affordable Housing (10%)

- 8.19.** Tenderers should submit schedule of accommodation, showing unit numbers, mix of tenures, and unit sizes for residential and other uses, noting the GLA's target for the site of 300 units. Tenderers must provide evidence which supports their proposed:
- 8.19.1** Unit numbers;
 - 8.19.2** Balance of housing sizes;
 - 8.19.3** Global quantitative mix of housing and 'other' uses.
- 8.20.** The Tenderer's submission should reflect the urban character and scale of the site and surrounding area and also offer a balance of housing sizes to meet local needs.
- 8.21.** The Webbs Site will deliver a scheme that is 100% affordable, through Option 1 or Option 2, in line with the Mayor's priorities to bring forward residential led developments on GLA land and increase the level of affordable housing in London.
- 8.22.** No alternative scenarios for residential unit mixes will be considered.
- 8.23.** Tenderers should demonstrate that their submission meets the:

- 8.23.1** needs identified in the LBWF Local Plan; and
- 8.23.2** planning policy housing standards as highlighted in Section 4.1, 4.3, and 4.5 – 4.7 with clear links to relevant policy and how it is to be applied to the development.

Commercial Development (10%)

- 8.24.** In accordance with the expectations set out in Section 3.2, Tenderers should provide a schedule of floor areas in respect of the non-residential uses within its scheme proposals and highlight how these will be integrated into the development and the wider area.
- 8.25.** It should also provide a letting/sales strategy to illustrate how it will maximise activity on the site and meet the Council's aspirations to "meet, seed and grow" the cluster of SMEs in line with its Economic Growth Strategy.

Project Team Approach and Project Management (5%)

- 8.26.** Please set out your project team approach and project management methodology. Submissions should include:
 - 8.26.1** Full details of the proposed project team. The submission must clearly outline how relevant skills and experience will be applied to delivery this opportunity and achieve the GLA's objectives, the key individuals within the team and their role on the project.
 - 8.26.2** Details of any professional consultants and sub-contractors/consultants that you intend to engage on this project and contractual arrangements that you will put in place;
 - 8.26.3** Confirmation of provision of warranties from consultants and sub-contractors/consultants in favour of the GLA;
 - 8.26.4** In the use of consultants, appropriate consideration should be given to the appointment of a suitable architect design team;
 - 8.26.5** Tenderers are asked to append CVs for the identified team members (no greater than 2 pages for each individual) and note that these are not included as part of the page limit

Programme (10%)

- 8.27.** Please set out a programme for the scheme which:
 - 8.27.1** Includes a 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, assuming the Development Agreement is signed by 7th November 2017.
 - 8.27.2** Identifies high level tasks and key milestones including but not limited to developer appointment, anticipated planning application submission (noting Section on Planning), start on site for all residential units on or before 31st of March 2021), and realistic and justifiable anticipated completion dates for and

sales / disposal of all units and all other aspects of the wider development. Start on site is defined in the Mayor of London's Affordable Housing Capital Funding Guide – details of which can be found here - <https://www.london.gov.uk/what-we-do/housing-and-land/increasing-housing-supply/affordable-housing-capital-funding-guide>

8.27.3 Programmes should be realistic and achievable but should seek early delivery and also look to make time savings where achievable.

8.28. Tenderers looking to use project management software for their submission will need to provide Gantt charts as PDF files.

Approach to Gaining Planning Permission (5%)

8.29. 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 which demonstrate meeting the planning policy outlined in Section 4 and the relevant requirements set out in Section 1.5 and 3 of this ITT and the supporting documents.

8.30. Tenderers should set out:

8.30.1 their approach to achieving planning permission identifying the key stages of the process, any challenges and how these would be overcome;

8.30.2 a clear approach to the required minimum provision of affordable homes on the Site as well as non-residential ;

8.30.3 an appropriate planning strategy and application process;

8.30.4 how any subsequent applications or reserved matters would be dealt with;

8.30.5 a review of all relevant material related to the Site and undertake due diligence on the site conditions and planning requirements;

8.30.6 how the residential development meets the standards outlined within the London Plan and the LBWF 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);

8.30.7 an approach to community and stakeholder consultation considered critical to the pre-application and planning application process;

8.30.8 set out summary details of stakeholder and community consultation envisaged as part of the pre-application and planning process

8.30.9 any mitigating measures to ensure planning risks are proactively managed throughout the project delivery.

8.31. If you believe that any particular element of the development is unable to achieve required planning targets, this should be identified and explained.

8.32. LBWF planners will be asked to provide a formal response to specific queries on tenderers submissions which will be used to inform the GLA's evaluation in accordance with the criteria set out in Section 9.

Approach to Long Term Management (5%)

8.33. Tenderers should set out an interim strategy for practical estate management of the site from taking control of the Webbs site, which includes but is not limited to:

- Site Management
 - Nominated manager or Agent to be responsible for the implementation of site management once handed over by the GLA
 - Implement a regime of management inspections and audit
- Site Security - To provide 24/7 on-site security presence including welfare facilities for the security staff: To be responsible for:
 - Access control
 - Implement site rules
 - Perimeter security
 - Installation of physical security measures at entrance gates or other areas
 - Minimise security breaches
 - Dealing with security breaches
 - Eviction of illegal occupiers
 - Off-site security control contact and emergency response
- Health and Safety Statutory compliance
 - Risk Assessments
 - Installation of safety signage
 - Hoarding and wall inspections
 - Weekly site inspection or more often if required
 - Party wall inspection
 - Cordon off areas identified as dangerous or hazardous
- General Maintenance and remedial Works
 - General repairs and upkeep of the perimeter fencing and entrance gates
 - Remedial works identified from the site inspection
 - Deal with unplanned works on a daily basis
 - Rubbish disposal as required
- Grounds and Tree Management
 - Annual tree inspection and completion of remedial work
 - Annual Japanese Knotweed and Hogweed (Invasive weeds) inspection and eradication programme if required
 - Keep the undergrowth to a minimum level either through manual or chemical means
- Finance
 - Have a process in place for prompt payment of invoices of contractors
- Miscellaneous
 - Identify any land encroachment by perimeter occupiers

- Deal with any notices or non-compliance identified by the local authority or other statutory body
- Any other duties that is reasonably expected for the management of a site of this size.

8.34. Tenderers should also set out a Long Term Management proposal which:

8.34.1 Demonstrates a deliverable and sustainable management structure for the residential and any non-residential parts of the scheme;

8.34.2 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;

8.34.3 Gives details of the estate management and long term stewardship for the development, with a priority to ensuring the long term management approach integrates efficiently and comprehensively with the management approaches of surrounding landowners, either through alignment or a joint approach;

8.34.4 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.

8.34.5 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;

Project Risk Assessment and Management (5%)

8.35. Tenderers are required to submit a risk assessment and risk management plan which identifies the risks to the proposed project programme, deliverability, affordable housing, and viability. The statement should set out the risks in relation to the objectives in Section 3 and the site constraints in Section 5, the probability of occurrence (e.g. high, medium or low) and should propose mitigation measures. It should also include an indicative time impact associated with each risk. The risk assessment should identify risk owners and indicate if guarantees are available.

8.36. Tenderers should note that only risks that can be reasonably associated with the proposed project need be identified and a submission identifying fewer risks will not necessarily be penalised, provided the evaluators consider that there are no omissions.

Section B: Financial Offer

8.37. The financial Section of the submission is worth 40% of the marks and is broken into four requirements; 1) guaranteed minimum land payment; 2) overage; 3) financial assumptions; and 4) approach to securing funding. Requirements 1, 2 and 3 will be scored in accordance with the evaluation criteria and tables in Section 9. A response is required in respect of Requirement 4 but will not be scored.

8.38. As noted in Section 8.4 of this invitation to tender, tenderers are invited to submit proposals for either:

- a 100% shared ownership scheme (Option 1) or;
- a 70% shared ownership / 30% London Living Rent scheme (Option 2).

8.39. In scoring the Financial Model submission, all tenderer submissions will be judged individually based on the criteria and scoring process set out in this document.

8.40. No additional weight or scoring will be awarded to either scenario (Option 1 or Option 2) detailed above. It is for tenders to decide which of these scenarios best matches their own business models and the overall vision for the development of the scheme and make a submission on that basis.

8.41. Tenderers are required to submit a financial offer to the GLA. The financial offer should include the following three elements:

Guaranteed Minimum Land Payment (25%)

8.42. Tenderers should state the Guaranteed Minimum Land Payment; Tenderers will contract with the GLA, via a development agreement, on the basis of this figure.

8.43. It is anticipated that this value will be payable on grant of full uncontested planning consent for the scheme.

8.44. The timing and quantum of the payment(s) is to be proposed by the tenderer and, as highlighted above, will form the basis of a contractual commitment within the development agreement.

Overage Schedule and Mechanism (5%)

8.45. The GLA requires a share in any outturn profit over and above an agreed priority return (based on percentage of GDV). Tenderers must therefore provide within their proposal:

8.45.1 The percentage GDV threshold at which the overage is triggered (i.e. priority profit level)

8.45.2 A percentage share to the GLA

8.45.3 Timing of payments

8.45.4 Security for Overage

8.46. Tenderers should be prepared to contract with the GLA on the basis of this process. For the avoidance of doubt, Tenderers should explicitly confirm their acceptance of this approach.

Financial Assumptions (10%)

8.47. Tenderers are required to complete the relevant worksheet (Option 1 or Option 2) in the spreadsheet attached at Appendix 12.1 and submit an accompanying financial model/development appraisal and cash flow for the entire development project in an industry accepted format, readable using either Adobe Acrobat Reader or Microsoft Word or Excel (2010) software.

8.48. Tenderers must provide a summary of the assumptions and outputs they have used to populate the appropriate spreadsheet at Appendix 12.1. All summaries should note which Option in relation to affordable housing products they wish to progress, and include the following:

a) Gross Development Values

- Total residential unit numbers broken down by tenure;
- Non-residential unit numbers
- Total GIA (m²) and NIA (m²) of the development, broken down by use and , tenure;
- Estimated sales values of the affordable residential offer on a £ per ft². basis;
- Ground rents;
- Estimated rental and capital values of any commercial space.

b) Development Costs

- Acquisition costs;
- Planning fees;
- CIL/S106;
- Professional fees, project management fees and any development management fees;
- Build costs;
- Any assumed funding from other sources within the scheme;
- Infrastructure costs;
- Abnormal costs broken down;
- Elemental breakdown of significant construction costs (minor cost items are inappropriate at this stage);
- Contingency;
- Finance cost and interest rate assumptions;
- Overheads;
- Marketing and legal costs.

c) Developers Profit

- The percentage development return based on gross development value.

8.49. Tenderers must break down the abnormal remediation cost for contaminated land.

8.50. In preparing the financial model, Tenderers should assume both Mayoral and Local CIL (LBWF) should be applied to the gross floor area of any eligible space.

Approach to Securing Funding (Not scored, but mandatory)

8.51. Tenderers should provide a statement setting out how funding for the project is to be sourced and secured. It should detail:

- 8.51.1** level of the debt required;
- 8.51.2** the anticipated peak debt exposure;
- 8.51.3** expected terms of any loan facilities to be incorporated in the structure;
- 8.51.4** any equity returns sought by all parties investing in the structure;
- 8.51.5** any other sources of funding assumed within the scheme.

8.52. Where the intention is to self-fund from internal resources or with Institutional Investors, Tenderers are required to provide a letter, from their Financial Director or equivalent, confirming that funding is available and committed to the development.

8.53. Where other sources of funding are identified tenderers will be expected to ensure that they are eligible to access these funds and that there is a reasonable expectation of these funds being secured at the required point in time, and that these are accurately modelled within the financial proposals, including contingency where such funding becomes unavailable.

8.54. Tenderers should also provide confirmation of any proposed Parent Company Guarantee.

8.55. Tenderers should note that this element of the financial offer will not be scored but is an absolute requirement.

Section C: Mandatory Requirements

- 8.56.** Please confirm that you can meet the mandatory requirements and provide the information requested set out in Section 11. This includes insurance information, CHAS/SSIP registration, the anti-collusion certificate and evidence of your company's compliance procedures.

9. EVALUATION

Evaluation Matrix

- 9.1.** Each tender will be checked initially for compliance with all requirements of this ITT. During the evaluation period, the GLA/TfL reserves the right to seek clarification in any form, from any or all of the Tenderers, to assist in its consideration of their Tenders. Submissions which attach assumptions which contradict the GLA's requirements or mean that a requirement will not be delivered will be rejected.
- 9.2.** Tenders will be evaluated against the pre-determined award criteria outlined in the evaluation matrix at 9.4 below which will enable the most economically advantageous Tender to be selected.
- 9.3.** The Quality and Financial Sections test the Tenderers approach to the development in the context of the aims and objectives of the GLA as set out throughout this ITT.
- 9.4.** Evaluation Matrix:

Evaluation factor	Weight	Criteria	Max score	Min Score to Pass
Quality	10%	Placemaking, Design and Delivery	5	2
	10%	New and Affordable Housing	5	2
	10%	Commercial Development	5	2
	5%	Project team approach and project management	5	2
	10%	Programme	5	2
	5%	Approach to gaining planning permission	5	2
	5%	Approach to long term management	5	2
	5%	Project risk assessment and management	5	2

Scoring of the Quality Submissions

- 9.5.** Submission requirements relating to the Quality Section will be scored in accordance with the scoring matrix above. Please note a minimum standard must be reached in those areas indicated – if not reached then the bid is deemed failed. Each part of those Sections outlined above (the evaluation matrix) is allocated a weighting.

9.6. Scoring methodology for the quality section:

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 Tenderer'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 Tenderer will be able to meet the objectives and/or considerable reservations as to the Tenderer'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 Tenderer will be able to meet the objectives and/or some reservations as to the Tenderer'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 Tenderer'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 Tenderer'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 Tenderer's understanding of the requirements and that the proposals will deliver the requirements but that these requirements will be exceeded.

Guidance and Scoring of the Financial Offer

9.7. This Section of the ITT is broken into three Sections; which will be evaluated by reference to the table below.

Weighting	Criteria	Scoring methodology																														
25%	Guaranteed Minimum Land Payment	Each financial offer will receive a score out of 10 in relation to the weighted average. For example: Mean across all bidders = £10m Developer’s offer = £12m (20% over) Weighting = 65% Score = 65% of 10 = 6.5 Weighted score = 6.5 x 2.5 = 16.25 Further explanation on the weightings and the mean is provided in 9.9																														
5%	Overage	Overage proposals will be analysed by reviewing how high the overage threshold is set above the project lowest overage threshold and the share of the overage which will be given to the GLA. Tables 1 and 2 below show how these two criteria will be reviewed and weighted: Table 1: <table><tr><td></td><td>Weighting</td></tr><tr><td>Lowest % profit on GDV threshold</td><td>100%</td></tr><tr><td>Threshold 0-2.5% profit on GDV above lowest</td><td>75%</td></tr><tr><td>Threshold 2.6-5% profit on GDV above lowest</td><td>50%</td></tr><tr><td>Threshold 5.1-7.5% profit on GDV above lowest</td><td>25%</td></tr><tr><td>Threshold 7.6%+ profit on GDV above lowest</td><td>0%</td></tr></table> Table 2: <table><tr><td>Percentage share of overage paid to the GLA</td><td>Weighting</td></tr><tr><td>0%-9.9%</td><td>0%</td></tr><tr><td>10%-19.9%</td><td>15%</td></tr><tr><td>20% to 29.9%</td><td>30%</td></tr><tr><td>30%-39.9%</td><td>45%</td></tr><tr><td>40%-49.9%</td><td>60%</td></tr><tr><td>50%-59.9%</td><td>75%</td></tr><tr><td>60%-69.9%</td><td>90%</td></tr><tr><td>70%+</td><td>100%</td></tr></table>		Weighting	Lowest % profit on GDV threshold	100%	Threshold 0-2.5% profit on GDV above lowest	75%	Threshold 2.6-5% profit on GDV above lowest	50%	Threshold 5.1-7.5% profit on GDV above lowest	25%	Threshold 7.6%+ profit on GDV above lowest	0%	Percentage share of overage paid to the GLA	Weighting	0%-9.9%	0%	10%-19.9%	15%	20% to 29.9%	30%	30%-39.9%	45%	40%-49.9%	60%	50%-59.9%	75%	60%-69.9%	90%	70%+	100%
	Weighting																															
Lowest % profit on GDV threshold	100%																															
Threshold 0-2.5% profit on GDV above lowest	75%																															
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Percentage share of overage paid to the GLA	Weighting																															
0%-9.9%	0%																															
10%-19.9%	15%																															
20% to 29.9%	30%																															
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40%-49.9%	60%																															
50%-59.9%	75%																															
60%-69.9%	90%																															
70%+	100%																															

		The weighting achieved in Table 1 will be multiplied by the weighting achieved in Table 2 in order to produce an overall weighting for this question. In order to calculate the score that each Tenderer will receive for this question, the overall weighting they achieve will be multiplied by the total number of marks available for this question. For example a party offering 35% of any profit on GDV exceeding 22% (with the lowest threshold being 18%) will receive: $45\% \times 50\% \times 10 = 2.25$ out of 10 Tenderers should confirm that overage payments will be paid on completion of all disposals.
10%	Financial Appraisal	10 - All information requested is provided and; All information is consistent with that provided in other areas of the response and; Submission provides a robust evidence set that strongly supports the assumptions underpinning the sales values, construction costs, abnormal costs, overheads and profit and; Evidence is up-to-date and in accordance with that provided by tenderers, and; Where assumptions deviate from the market evidence provided by the tenderer this is satisfactorily explained 8 – Most information requested is provided and; All information is mostly consistent, with a few minor inconsistencies that do not reduce confidence in the whole or are not significant enough to invalidate the submission, with that provided in other areas of the tender submission and; Submission provides an evidence set of that mostly supports the assumptions underpinning the sales values, construction costs, abnormal costs, overheads and profit and; Evidence is mostly up-to-date and accordance with that provided by tenderers, and; Where assumptions deviate from the market evidence provided by the tenderer this is mostly satisfactorily explained 6- Information requested is partially provided and; Information is partially consistent, with some inconsistencies that slightly reduce confidence in the whole, but are not significant enough to invalidate the submission, with that provided in other areas of the response and; Submission provides an evidence set that partially supports the assumptions underpinning the sales values, construction costs, abnormal costs, overheads and profit and; Some evidence is up-to-date and partially accords with that provided by tenderers at and; Where assumptions deviate from the market evidence provided by the tenderer this is partially explained

		4 - Insufficient response provided to areas of information requested and/or; Information is mostly inconsistent, with inconsistencies that reduce confidence in the whole, but are not significant enough to invalidate the submission, with that provided in other areas of the response and/or; Submission provides an insufficient evidence set that insufficiently supports the assumptions underpinning the sales values, construction costs, abnormal costs, overheads and profit and; Some evidence is not sufficiently up-to-date and insufficiently accords with that provided by tenderers and; Where assumptions deviate from the market evidence provided by the tenderer this is insufficiently explained 2 - Significant areas of information requested are missing/ not evident and/or; Information is inconsistent with that provided in other areas of the response and/or; Submission doesn't provide an evidence set and or doesn't support the assumptions underpinning the sales values, construction costs, abnormal costs, overheads and profit and/or; Evidence is not up-to-date and/or doesn't accord with that provided by tenderers at and/or; Where assumptions deviate from the market evidence provided by the tenderer this is not explained
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Guaranteed Land Payment

9.8. The financial evaluation will assess each tender return based on the guaranteed minimum land offer. If relevant, the GLA will calculate Net Present Value utilising the Treasury Discount Rate of 3.5%.

9.9. The approach to scoring the financial offer will be formula-based as follows:

9.9.1 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%.

9.9.2 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%.

9.9.3 The table below shows how offers above and below the mean will be weighted:

Financial offer relative to mean	Weighting
-90% to 100% or less	0%
-80% to 89.9%	5%
-70% to 79.9%	10%
-60% to 69.9%	15%
-50% to 59.9%	20%
-40% to 49.9%	25%
-30% to 39.9%	30%
-20 to 29.9%	35%
-10% to 19.9%	40%
-1% to 9.9%	45%
Mean	50%
+1% to 9.9%	55%
+10% to 19.9%	60%
+20% to 29.9%	65%
+30% to 39.9%	70%
+40% to 49.9%	75%
+50% to 59.9%	80%
+60% to 69.9%	85%
+70% to 79.9%	90%
+80% to 89.9%	95%
+90% to 100% or above	100%

9.9.4 The percentage relevant to the mean will be rounded to 1 decimal place in accordance with the table above.

9.9.5 For the purposes of clarity, any financial offers that are more than double the average will score 100%.

Scoring Section C

9.10. For clarity, Section C is required as part of any considered submission, but will not be scored.

Presentation

- 9.11.** Post submission of Tenders, the GLA intends to invite Tenderers to present their proposals to the Tender Evaluation Panel. The presentation will not be evaluated, but Tenderers may be asked to respond to any material points of clarification in writing after the presentation has taken place.
- 9.12.** Tenderers are able to bring up to four team members along to the presentations, which must be no more than twenty minutes long and must contact michael.atkins@london.gov.uk Tel: 0207 983 5737 to book their slot which will last one hour in total. It is anticipated that presentations will take place on the **7th, 8th and 9th of August 2017**.

Other rules

- 9.13.** Tenders shall be scored to one decimal place.
- 9.14.** In the event of a tied score the tender with the highest Guaranteed Minimum Land Payment, shall be awarded the contract.

10. INSTRUCTIONS TO TENDERERS

Tender Information

- 10.1.** This Invitation to Tender (ITT) is addressed to all tenderers. Selection of a developer for the Webbs Site will be based upon information provided in the response to this ITT and each tenderer's written response to clarifications raised by the GLA during this procurement exercise. This will include written clarifications issued to tenderers after the tenderers' presentation to the GLA.
- 10.2.** 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.
- 10.3.** Information supplied by the GLA/TfL (whether in the Tender Documents or otherwise) is supplied to all developers for general guidance in the preparation of their Tenders. Developers must satisfy themselves, using their own investigations, with regard to the accuracy of any such information and no responsibility is accepted by the Client for any inaccurate information obtained or accepted by developers.
- 10.4.** The GLA/TfL shall not be liable for any loss, costs, damages or expenses including loss of profit, loss of income, any other consequential loss and damages incurred by any of the developers in the preparation of their Tenders and/or as a result of termination of this mini competition or procurement exercise and/or the exercise by the GLA of its rights in this ITT including, without limitation, under paragraphs 10.5, 11.7 and/or 11.8.
- 10.5.** 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 developers. The Client reserves the right to reject and/or disqualify any Tenders not submitted strictly in accordance with the Tender Documents.

Acknowledgement of Receipt

- 10.6.** Developers are required to email the 'Acknowledgment of Receipt and Intent to Respond' by **24th May 2017**. The receipt document can be found in Appendix 12.4.1.
- 10.7.** It is the responsibility of the developer to ensure that all the documents listed in the Submission Checklist (Appendix) 12.4.4 have been received and are complete.

Decline or Inability to Return

- 10.8.** If for any reason the developer is unable to submit a Tender or wishes to decline to opportunity then the developer should inform the GLA/TfL via the e-tendering portal at the earliest opportunity.

The Tender Documents

- 10.9.** Developers' attention is drawn to the fact that the ITT is one of several documents to which developers will have regard to in preparing their Tenders.

10.10. The full list of these documents, as currently stands, is:

- 10.10.1** Invitation to Tender – Stage 3 Document
- 10.10.2** Sifting Brief – Stage 2 Document
- 10.10.3** Expression of Interest – Stage 1 Document

10.11. References to ‘Tender Documents’ shall include the documents referred to at paragraph 10.9 and 10.10 and any further documents or information made available by the GLA/TfL to developers as part of this tendering process, and any responses issued by or on behalf of the GLA/TfL to written enquiries received from developers.

10.12. While reasonable care has been taken in preparing the Tender Documents and the e-tendering portal, 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 the Tender Documents and documents in the online data room. If the developer considers that any of the Tender Documents and documents in the e-tendering portal 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 developer is requested to notify the GLA using the TfL e-tendering portal at the earliest available opportunity. Each developer 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 Tendering process. Each developer 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.

Tender Queries

10.13. All queries regarding the Tender Documents which may have a bearing on the submissions to be made should be raised by the developer via the e-tendering portal at least ten (10) working days before the due date for returned Tenders i.e. the suggested last date for Tender clarification queries is midday 9 June 2017, though we will endeavour to answer all queries. The GLA/TfL will aim to respond promptly.

10.14. 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 developers.

10.15. It is the developer’s obligation to bring to the attention of the GLA an enquiry which involves confidential information via the e-tendering portal. In that case, the developer should clearly mark its enquiry “in confidence – not to be circulated to other developers”. The developer must also set out the reason(s) for the request for non-disclosure to other developers.

10.16. If the GLA/TfL agrees with the developer that the enquiry is confidential, GLA/TfL reserves the right to respond to the developer on an individual basis (although developer should note that this is without prejudice to the GLA’s or TfL’s obligations under Freedom of Information legislation). If, however, the GLA/TfL disagrees with the developer that the enquiry is confidential and considers it must provide its response to the enquiry to all developers in the interests of open and fair competition, it will so notify the relevant developer. The developer 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 developer within three (3) working days of the developer being notified.

Tender Submission Requirements

- 10.17.** The Tender must be received by TfL in accordance with the relevant instructions no later than mid-day (1200 hrs) on the 7 July 2017. Instructions in relation to the structure of your Tender response and the information required within it which are set out in Section 8, 9, 10 and 11 of this document.
- 10.18.** Subject to paragraph 10.20 below, please note GLA/TfL will not accept Tenders sent by any method other than the e-tendering Portal unless by prior agreement. Failure to submit a Tender via the portal may render your Tender invalid.
- 10.19.** 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 Alexandra Ebert-Brading at AlexandraEbertBrading@TfL.gov.uk
- 10.20.** In addition to your electronic submission via the e-tendering portal, developers must return **five** paper copies of their Tender within 3 working days of the submission.
- 10.21.** In case of any discrepancies or inconsistencies between the electronic version and the paper copies, the electronic version of the Tender will prevail.
- 10.22.** Please return your paper copies of the tender documents to:
- Michael Atkins
Greater London Authority
Housing and Land Directorate
The Queens Walk
London SE1 2AA**
- 10.23.** Developers 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.

11. MANDATORY INFORMATION

Invitation to Tender (ITT)

- 11.1.** Each developer acting as Tenderer 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 entered into at the conclusion of this Tender process. Each tenderer will also be deemed to have obtained for itself all necessary information in relation to risks, contingencies and any other circumstances, which might reasonably affect its submission.
- 11.2.** Panel members are not able to submit more than one bid acting as either Lead Developer and/or participate in more than one bid as a Sub-Developer and/or act both as a Lead Developer on a bid while also participating as a Sub-developer on another bid. Non - panel members are not able to act as Lead Developer and/or participate in more than one bid as Sub-Developer.
- 11.3.** Tenderers may be rejected if the complete information called for is not provided in response to the ITT.
- 11.4.** Nothing in this ITT shall be taken as constituting an offer, contract or agreement between the GLA and any Tender or any other party.
- 11.5.** The information contained within the ITT submission will form part of the contract, including the qualitative elements of bid submissions.
- 11.6.** The GLA/TfL shall not be under any liability for any expense or losses that may be incurred by a Tenderer in the preparation and submission of its Tender proposal and/or any further costs incurred prior to the appointment of a developer to implement the project.
- 11.7.** 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 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 Tenderer, including the successful Tenderer, at any time, without prior notice, without incurring any liability to the affected Tenderer or any successful Tenderer.
- 11.8.** The GLA/TfL shall not be bound to accept any submission in response to this ITT.

VAT

- 11.9.** Tenderers' 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. Tenderers 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 Tenderer.

- 11.10.** For the avoidance of doubt, VAT will be chargeable in full on the land sale at the point the land is transferred before any construction has commenced and not at the point that any deferred land payment becomes due

Freedom of Information

- 11.11.** 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. Tenderers are required to:

- 11.11.1** 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
- 11.11.2** State which provisions of the Act/Regulations apply to the information identified under paragraph (a).

- 11.12.** 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 Tenderer pursuant to this tender process.

Confidentiality

- 11.13.** 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 Tenderers 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.
- 11.14.** Subject to paragraph 11.12-11.13, all information provided by Tenderers will be treated by the GLA/TfL as 'Restricted Commercial'. The GLA/TfL may disclose detailed information relating to Tenderers' responses to the GLA's directors, officers, employees, agents or advisers for the purposes of evaluating tender proposals and may make Tenderers' 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 Tenderer's proposal for the purposes of the GLA's/TfL's analysis and assessment.

Copyright

- 11.15.** Intellectual property in the documents contained in the online data room and/or comprising the Tender Documents, documents provided in the appendices and the Contract is vested in the GLA/TfL but Tenderers 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 Tenderers 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. This provision applies equally to drawings and other information supplied for the purpose of this competition, the property rights of which vest in a third party

Publicity

- 11.16.** No Tenderer will undertake any publicity activities with any part of the media in relation to the Contract or this ITT process without the prior written agreement of the GLA/TfL, including agreement on the format and content of any publicity.

Disclaimers

- 11.17.** Tenderers should read the instructions contained in this Section 2 of the ITT carefully before reviewing the other Tender Documents and returning their tender proposals. Failure to comply with the requirements in these instructions to Tenderers may result in the rejection of a tender submission.
- 11.18.** Tenderers 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.
- 11.19.** The fact that a Tenderer has been invited to submit either an initial or final tender (or that a Tenderer'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 Tenderer and consider this information as part of the evaluation process.
- 11.20.** 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 Tenderer considers that any of the tender documents are deficient in any respect or if any words or figures are ambiguous, the Tenderer is requested to notify the GLA/TfL via the e-tendering portal.
- 11.21.** Nothing in this ITT shall constitute legal, financial or tax advice. This ITT is not a recommendation by the GLA/TfL, or any other person, to bid for, enter into or agree to enter into any contract in connection with this procurement, nor to acquire shares in the capital of any company that is to carry out any part of the service or in any parent company of that company. In considering any investment in the shares of any company or in bidding for the award of the service, each Tenderer, potential developer, sub-developer, funder and investor should make its own independent assessment and seek its own professional financial, taxation, insurance and legal advice and conduct its own investigations into the opportunity of being awarded a contract in relation to this procurement and of the legal, financial, taxation and other consequences of entering into contractual arrangements in connection with this procurement.
- 11.22.** The GLA/TfL shall not be bound to accept the highest priced submission or any submission in response to this ITT.

Insurance Information

11.23. 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 Developer and Sub Developers and 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:

- 11.23.1** Employers Liability Insurance : £20 million
- 11.23.2** Professional Indemnity Insurance: £10 million
- 11.23.3** Contractors All Risks: £30 million
- 11.23.4** Public Liability Insurance: £20 million

11.24. 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.

11.25. Please note that insurances must be held in the name of the legal entity (and sub developers if appropriate under the tripartite agreement) that will carry full liability for the associated portion of the works. The developer will always need insurance as they will always be fully liable under the agreements for the whole site. A sub-developer will need insurance to cover the portion of the works they are involved in.

CHAS / SSIP Registration

11.26. 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.

Collusion and Anti-Competitive Behaviour

11.27. Certificate of Non- Collusion and Non-Canvassing. Tenderers must provide a completed and signed copy of the Non-Canvassing Certificate and Non-Collusion set out in Appendices 12.5.3

Anti-Competitive Behaviour

11.28. Tenderers must provide evidence of their current internal compliance policies or programmes, setting out how these ensure that their employees are aware of their competition law obligations.

12. APPENDICES

12.1. Development Appraisal Summary Template

12.2. Site Ownership Plan

12.3. Technical Reports

- 12.3.1** Environmental Risk Assessment
- 12.3.2** Environmental Survey
- 12.3.3** Asbestos Report
- 12.3.4** Fire Risk Assessment
- 12.3.5** Void Unit Health & Safety Survey
- 12.3.6** Invasive Species Reports and Warranties
- 12.3.7** Tree Report
- 12.3.8** Utility and local authority search results

12.4. Other relevant information

- 12.4.1** Acknowledgement of Receipt/Intention to Bid
- 12.4.2** Anti-Canvassing Certificate
- 12.4.3** Anti- Collusion Certificate
- 12.4.4** Submission Checklist