

London's Growth Opportunity

The Future of Our Employment Land

Commission 2 of the Future of our Borough Series

BRIEF FOR APPOINTMENT OF CONSULTANT

March 2017

Purpose and Aims of the Two Commissions

- 1.1 The Council appointed an independent Growth Commission to examine options, and the likely impact of pursuing those options, for the future development of the borough¹. In summary, it endorsed the Council's ambitious growth strategy of 35,000 new homes and a minimum of 10,000 new jobs by 2035, but that no one should be left behind in its pursuit^{2 3}. The key to achieving this is through the development of communities where people choose to live and can afford to stay. Also, key is the development of an economic vision which creates opportunities for borough residents to work in good jobs inside and outside the borough. The Council's Local Plan will be focused on achieving this and this will require an understanding of the strengths and weaknesses of the borough's employment base. It will also require an understanding of future growth projections/ scenarios and in particular the growth sectors we should be attracting and the skills and the capacities residents needs to compete for new jobs both locally and within adjacent growth areas. This is the overarching aim of Commission 1 – the Future of Our Local Economy.
- 1.2 The Growth Commission also endorsed the Council's proposals to release over 135 hectares of employment land across four major areas of Strategic Industrial Land, Thames Road, Creekmouth, Castle Green⁴ and Chadwell Heath, for sustainable mixed used development to deliver over new homes and new jobs, see figure 1⁵ (from here on in referred to as strategic release sites). The Council's vision for these sites is for genuine mixed used schemes incorporating space for growth sectors within residential blocks, thus moving away from the traditional approach of separate zones for employment and housing but instead planning for them both within sustainable new communities. Therefore, the viability of achieving genuinely mixed use developments on the release sites needs to be tested in terms of function, form and financing. The aim is to create vibrant mixed use urban quarters fit for the 21st Century. This is the overarching aim of commission 2 – the Future of Our Employment Land⁶.
- 1.3 Both commissions support each other; together they come together to provide recommendations for how we shape the future of Barking and Dagenham; London's best and biggest growth opportunity. As outlined in both briefs, the chosen consultants will need to work closely with each other for tasks where there is significant cross over^{7, 8}.

Purpose and Aims of Commission 2: The Future of Our Employment Land

- 1.4 This commission (Commission 2) will work in conjunction with Commission 1, to understand the future vision for our employment land. It will look specifically, at the overarching design principles and achievability/ viability of our vision for the employment release sites. It will also explore how we intensify our retained employment land in terms of job density and using land more effectively. Additional to this, it will undertake conceptual masterplans for each of the employment release sites, to establish (amongst other things) to establish what quantity of employment floor space⁹ can be provided and the number of jobs generated

¹ Growth Commission document here: <https://www.lbld.gov.uk/business/growing-the-borough/our-strategy-for-growth/overview-2/>

² This is the basis for the spatial vision for the borough. It has been set out in the Issues and Options Local Plan which is reinforced in the London Riverside Opportunity Planning Framework. Local Plan Issues and Options <https://www.lbld.gov.uk/residents/planning-and-building-control/planning-guidance-and-policies/local-plan-review/one-borough-one-community-one-plan/> London Riverside Opportunity Planning Area Framework <https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/opportunity-areas/opportunity-areas/london-riverside>

³ Since the growth commission was published, the Council has identified capacity for 50,000 homes (rounded) and 20,000 jobs. More detail regarding these numbers will be made available to the successful bidder.

⁴ Please note that Castle Green is also referred to as Rippleside. Please note that the Council is also release industrial land at the Ford Stamping Plant and Wantz Road sites. This is set out at figure 1.

⁵ These are the following; Thames Road, Chadwell Heath, Creekmouth, Castle Green. Please also note that the Council intends to release two other sites which are currently designated as employment land; Wantz Road sites.

⁶ Consultants will be welcome to bid on both tenders. Those commissioned for both tenders will be expected to work with each other.

⁷ Where there is cross over it is identified in the scope of services of the two briefs (section 2 of both briefs).

⁸ The commissions has been split up so that commission 1 deals with economic analysis and spatial planning issues with commission 2 dealing with urban design and commercial viability matters.

⁹ Excluding the Wantz Road sites and Ford Stamping Plant. Conceptual masterplans will be needed for Thames Road, Creekmouth, Chadwell Heath and Castle Green.

1.5 The emerging Local Plan (2018 to 2033) seeks to de-designate, the following industrial land (employment release sites); Thames Road, Creekmouth, Chadwell Heath Castle Green, Ford Stamping Plant and the Wantz Road (figure 1). Overall, the employment release sites are planned to accommodate over 28,000 homes (rounded)¹⁰. This equates to 56 percent of the boroughs identified future housing supply. It is envisioned that Thames Road, Creekmouth, Chadwell Heath and Castle Green will come forward for genuine sustainable mixed use development, delivering housing alongside employment and social infrastructure¹¹ (there location set out at figure one). Once built they will be examples of genuine sustainable developments.

1.6 This innovative study will explore how we plan for employment uses integrated with residential developments and near residential development at, Thames Road, Creekmouth, Chadwell Heath and Castle Green. The Council has initially explored the types of building typologies which would form part of the redevelopment of the employment release sites:

- **Vertical mixed use development** - where residential uses are located above employment space. Such typologies could come in a range of sizes, scales, and densities.
- **Horizontal mixed use development** - where residential uses are located alongside employment space. Such typologies could come in a range of sizes, scales, and densities.

The Council is pursuing these typologies to ensure our release sites aren't simply housing estates but cosmopolitan city quarters. The borough has no desire to build dormitory suburbs or mono culture housing developments that look like everywhere else. We would like to see places that combine living, producing, consuming relaxing, making, learning, and selling. Such typologies should also make sure that scarce land resources are used effectively, making sure that both economic and residential demands are utilised.

1.7 Future redevelopment on the employment release sites will not just include the building typologies mentioned above¹². Other residential typologies will form part of the redevelopment, this could include; mews, semi-detached, mansion block, terrace, tower block and other residential built forms.

1.8 This study will also consider the retained employment sites, those which will not be released but will remain as employment space (see figure 1)¹³. The commission will explore how to intensify and optimise employment land so that it is used most effectively regarding the retained employment sites.

1.9 As noted above, this commission will work in conjunction with the consultants of Commission 1¹⁴. Commission 1 will explore future employment growth for each economic sector across the borough over the next 30 years. The output of this will be converted into land requirements. Commission 1 will explore the supply required for future employment growth. Prior to undertaking these tasks, Commission 1 will also provide a full economic audit of the borough. As part of this, it will provide an understanding of the amount of employment on each employment release site. The Council envision at least the same number of jobs on each employment release sites as exists on sites at time of assessment. Given this corporate commitment, the conceptual masterplan will work with the outputs of Commission 1 to understand the amount of employment space required on each strategic release site. This will be important in understanding the scale of the horizontal and vertical building typologies required.

1.10 The Council's vision is that the above approaches, combined with conventional approaches of employment land provision, could contribute to providing for future employment demand¹⁵. However, these approaches need to be tested, especially regarding the viability/ achievability (NPPF, Para 173).

¹⁰ 28,175 homes across all employment release sites; Thames Road = 3,000 homes, Creekmouth = 3,441 homes, Chadwell Heath = 3,753, Castle Green = 15,000 homes, Ford Stamping Plant = 2,900 and the Wantz Road Sites = 81 homes. Outputs of the Housing Land Assessment 2017 (not yet published).

¹¹ Please note that it is unlikely that Wantz Road or the Ford Stamping Plant will come forward for genuine mixed use development. The Ford Stamping Plant is likely to be a residential dominated development and the Wantz Road sites are also likely to come forward for residential development.

¹² Referring to the vertical mixed use approach of employment at ground level and residential above.

¹³ Please note that even after de-designation of the release sites the borough will still have a significant portfolio of both Strategic Industrial Land and Local Industrial Land. One of the biggest portfolios across London.

¹⁴ Referring to Commission 1 – the future of our local economy.

¹⁵ The future demand for employment space will have been identified as part as part of Commission 1.

This will also form an important part of this commission (Commission 2). The overarching aims of Commission 2 are set out below:

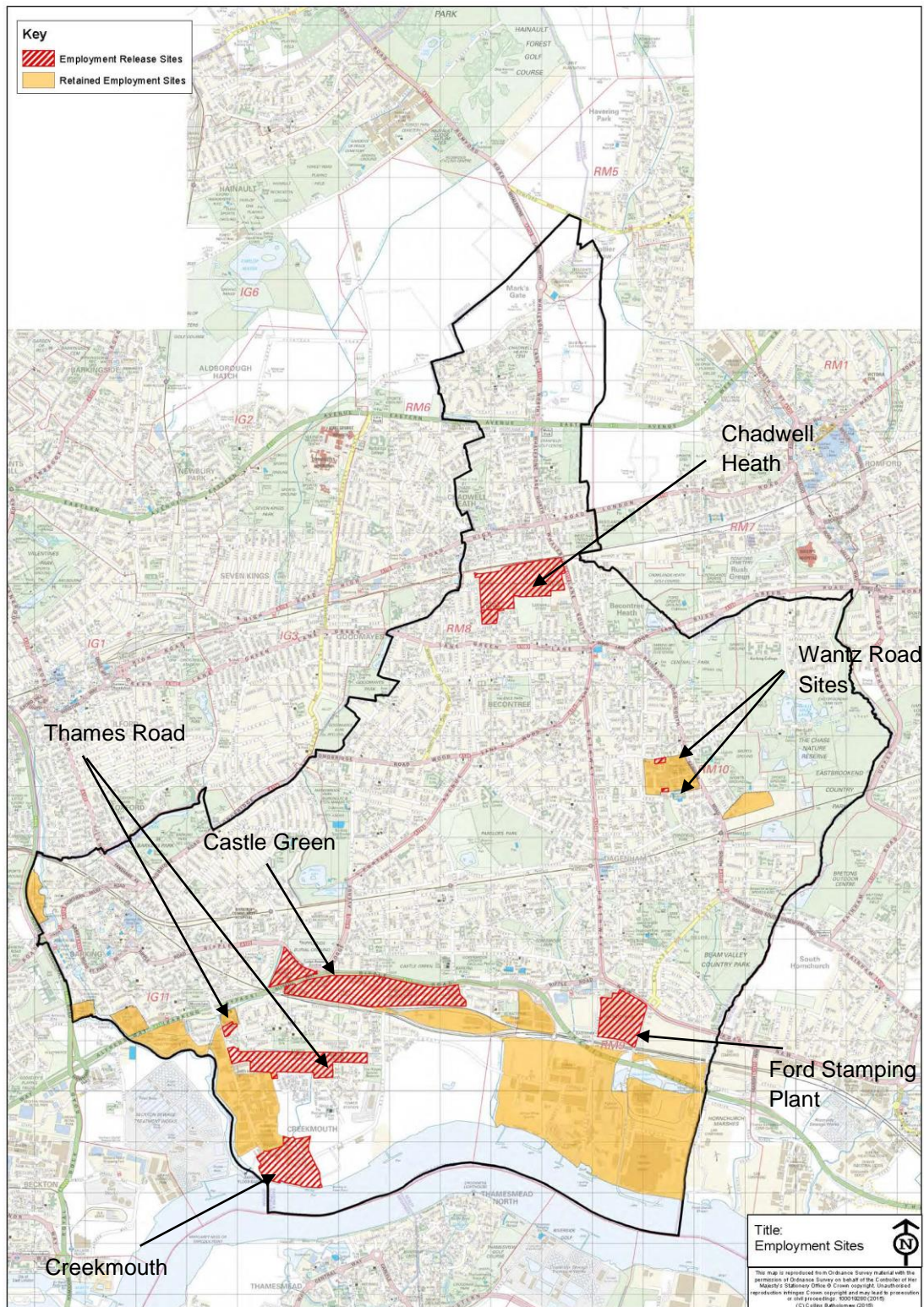
- Provide a literature review of how vertical mixed use development and horizontal mixed use has worked elsewhere, and how the design approach could be transferred to our strategic release sites – Design Analysis.
- Provide an understanding of how vertical mixed and horizontal mixed urban communities could be designed on our masterplan areas – Design Analysis.
- Provide an understanding of the achievability and viability considerations of the vertical mixed use and horizontal mixed approach, also taking into account the unique economic conditions which exist on our employment release sites – Viability Analysis.
- Understand how much employment space should be generated on the strategic release sites overtime – Quantitative Analysis¹⁶.
- Set out a conceptual masterplan for each site showing the location and size of the vertical mixed use on each employment release site.
- Provide an understanding of how remaining employment sites could be intensified.
- Look at each retained employment site to understand where employment sites could be intensified – Design Analysis.
- Provide an understanding of the qualitative and quantitative benefits of residential, mixed use development. This should include an indication of the projected employment likely to be generated from the sites in the future.

1.11 This study needs the expertise of property market specialists¹⁷ and those with urban design and planning skills. In the context of a substantial loss of employment land, we will look to innovative bids to inform us of other novel solutions to provide for employment space.

¹⁶ Not required for the Wantz Road sites or Ford Stamping Plant.

¹⁷ To understand if residential led scheme with commercial at ground floor level is viable based on current market values and if there is development appetite for this type of development.

Figure One: Employment Sites and Proposed Employment Release Sites



2 Scope of services required

2.1 The scope of services has been divided into the eight work streams set out below:

- Work Stream 1: Vertical and horizontal mixed use sites across Britain and internationally and transfer to Barking and Dagenham
- Work Stream 2: Developing typologies
- Work Stream 3: Testing the achievability and viability of the vertical and horizontal typologies
- Work Stream 4: Intensifying our remaining employment sites
- Work Stream 5: Exploring the quantum of available employment floor space from the vertical, horizontal and intensification approaches
- Work Stream 6: Conceptual masterplans and transitional arrangements
- Work Stream 7: The quantitative and qualitative benefits of releasing the employment sites

Work Stream 1: Vertical, and horizontal mixed use sites across Britain and internationally and transfer to Barking and Dagenham

2.2 This work stream will consist of an in-depth literature review of innovative vertical and horizontal mixed use development approaches across Britain and internationally. Both vertical and horizontal developments are relatively new forms of development. Although there is a considerable attention on developing merged urban forms, little appears to have been implemented. This work stream will explore both vertical and horizontal mixed use approaches where it has worked, and where it has not.

Vertical Mixed Use Development

2.3 Vertical mixed use development is a relatively novel form of development. However, given resource pressures, especially regarding land scarcity it is becoming more popular, especially in areas where land pressures are very high. Although there is a strong tradition in both Britain and abroad regarding housing above retail, high street style offices and leisure uses, the development of employment uses under residential is much less typical¹⁸. This investigation should illustrate examples where industrial practices; large scale offices and other employment uses/ sectors are located below residential development. It should investigate what sectors and businesses are usually found at ground floor level and what types of residential accommodation are found above employment. Financial factors regarding this typology should be examined, how does the financing market view these projects, how does the mortgage market judge such schemes? Does, such vertical mixed use work within a slim density margin or are there examples of it working at varying densities? It should explore if this form of development occurs at a range of scales or usually defined to a particular form of development. This part of the commission should be well illustrated demonstrating how existing development vertical typologies work.

Horizontal Mixed Use

2.4 Horizontal mixed use development refers to developments where residential and employment is separate but both uses are located in close proximity to each other. The commission will explore examples of where residential and employment uses have been developed¹⁹ near each other. It should explore the potential conflicts that arise when such uses are near each other. This part of the commission should be well illustrated demonstrating how existing development typologies work.

Barking and Dagenham Context

2.5 The work stream should then explore how such vertical and horizontal typologies could work in the context of the employment release sites in Barking and Dagenham, it should:

- Provide recommendations on how business floor space for growth sectors and compatible existing businesses can be incorporated into mixed use residential development (both the vertical and horizontal approaches) and what impact this has on current and future residential land values.

¹⁸This is especially true for the industries and sectors which are likely to form a major part of the Barking and Dagenham economy over the next 30 years. Commission 1 which will explore the future growth scenarios.

¹⁹ Forming the same development scheme.

- Give examples of local initiatives both Local Plan and fiscal policy measures are needed to increase the viability of this form of mixed use development.
- Provide an analysis of how receptive developers are to providing such schemes. The property market analysis, set out in Commission 1 is likely to help aid this analysis.

Work Stream 2: Developing Typologies

2.6 This section will consider how typologies could be designed in the context of our strategic release sites²⁰. There will be considerable overlap between this work stream and work stream 3 which will test the viability and achievability of such typologies. This section should build viable and achievable horizontal and vertical typologies:

- How the building typologies would work, including their flexibility.
- How dense the sites would need to be to be achievable and viable.
- How conflicts such as noise generation could be reduced.
- How family sized accommodation could be incorporated into the typology.
- How to ensure sufficient external amenity space is created.
- How design parameters will be shaped (taking into account viability).
- Development of typologies of various sizes, scales and densities.
- Where it is deemed possible develop a range of typologies (both horizontal and vertical typologies) at a range of scales to ensure that the redevelopment of the release sites includes buildings at numerous scales.

2.7 This work stream would be undertaken as a design led analysis but collaboration would be needed with the outputs of work stream 3- viability testing. The study needs to present a range of viable typologies that could work in the context of the current price signals on our strategic industrial sites.

2.8 Strong graphic, architectural, spatial planning and urban design skills would need to form the core part of this work stream. This component of the study should be well illustrated.

Work Stream 3: Testing the Viability and Achievability of the Vertical and horizontal Typologies

2.9 This work stream will provide an understanding of the viability considerations regarding the vertical and horizontal typologies. This work stream is closely aligned to work stream 2 (above). The output out of this work stream will be evidence that these typologies are viable in the context of the strategic release sites and will be utilised in site allocations to ensure that development is alignment with the vertical and horizontal typologies set out in work stream 2.

Vertical Typologies

2.10 A viability analysis is needed to understand if the vertical typology is viable in context of the strategic release sites. Housing development on our strategic release sites is problematic given current price signals. Residential land values are less than employment land values, an extraordinary set of circumstances in London's strong housing market²¹ making deliverability difficult on these sites. The deliverability of these sites is essential, ensuring our Local Plan allocations are defensible. It is likely that the vertical approach would add costs to development and may impact on the value of the overall development. It is therefore necessary for viability analysis to be undertaken to explore if such developments are achievable.

2.11 It should be noted that where viability issues are considered problematic based on current values. The study should explore viability concerns based on assumed future values and costs. However, the Council

²⁰ In the context to Castle Green, Thames Road, Creekmouth and Chadwell Heath. As noted these are the sites which will be designed as genuine mixed use sustainable urban quarters.

²¹ This was identified as part of Community Infrastructure Levy and Affordable Housing Viability Study (2012). However, it is likely that this may have changed given increases in residential land values in the borough over recent years. <https://www.lbbd.gov.uk/wp-content/uploads/2014/12/EV6-Economic-Viability-Assessment-Affordable-Housing-and-Community-Infrastructure-Levy-S106-GVA-January-2012.pdf>

wish to have objective evidence which indicates that the typologies are viable. The Council will not release these sites unless sites are genuinely mixed use development.

Horizontal Typologies

- 2.12 The Council also intends to plan for standalone employment uses located close to residential development. These would be new employment developments. The study should explore if standalone employment spaces are deliverable in the context of the strategic release sites.
- 2.13 It should be noted that where viability issues are considered problematic based on current values, the study should explore viability concerns based on assumed future values and costs.

Viability Assessment

- 2.14 It is important that the vertical and horizontal typologies are viable in the context of the current (or assumed future) price signals on our strategic release sites. Viability concerns should be identified and solutions provided. This should also explore how typologies are viable in the context of our emerging planning policy requirements. Information regarding this will be given to the successful bidder but the chosen consultant would need to factor costs to development such as affordable housing contributions and external amenity space etc.
- 2.15 This work stream will need to understand if this form of mixed use development is viable. The study should address the following:
- Do the proposed vertical and horizontal typologies (work stream 2) have an impact on the underlying land value and economic viability?
 - What extra costs (if any) does this form of development (vertical and horizontal typologies) incur
 - Where a viability challenge has been identified, what factors could influence making such development viable? (e.g. would increasing site yield/ densities help).

It will be up to bidders to explore the most appropriate method of calculating and understanding viability issues relating to these typologies. The commission team feel that some form of viability appraisal is required. Bidders should consider carefully the expertise needed for this component of the commission. However, surveying/ economic viability expertise is required for this component of the study, preferably by those that are members of the Royal Institute of Chartered Surveyors (RICS).

- 2.16 The outcome of this work stream alongside work stream 2 would be a range of vertical and horizontal development typologies that are achievable and could be prescribed within future design codes as well form part of site allocations. These typologies should be able to meet the housing capacity figures for the strategic release sites²². It is therefore important that they are viable forms of development within the context of the unique economics of the Borough.

Work Stream 4: Intensifying our remaining employment sites

- 2.17 This work stream will explore the intensification of retained employment floor space/ employment land at River Road, Dagenham Dock, Hertford Road, Kingsbridge, Gascoigne, and parts of Wantz Road.
- 2.18 The study needs to explore how retained employment sites could be intensified and how growth sector businesses can be attracted. The Council is willing to use its land, resources, and planning powers to attract these sectors. This should include:
1. An understanding of how feasible it is to increase employment densities for new development (through policy intervention). An understanding of the realities of shared loading bays, multilevel distribution, and manufacturing activity rooftop workspaces.
 2. An urban design analysis, illustrating how intensification could work.

²² Specifically relating to Thames Road, Castle Green, Chadwell Heath and Creekmouth.

- Who are the major landowners/leaseholders in the retained industrial sites?
- What local initiatives both Local Plan and fiscal policy measures are necessary to intensify employment sites and attract growth sector businesses?

Multi-Level Industrial Development

- 2.19 The study should explore the contribution multi-level industrial development could make to intensifying employment land. The study should provide a brief literature review setting out examples of multi-level employment buildings. This should explore multi-level employment buildings over a range of sectors, including distribution, creative industries and factory production. It should set out the strengths and weakness of these buildings. An understanding of the viability and achievability issues of these buildings should be undertaken. The study should provide conclusions on how we can plan for these units as part of the release sites and within the retained employment sites.

Work Stream 5: Exploring the quantum of available employment space gained through the vertical, horizontal and intensification approaches

- 2.20 Working with the chosen consultant of Commission 1, this work stream will explore how much employment space will be made available through both the vertical and horizontal mixed use approach and through the intensification of the strategic release sites to the year 2045²³. Work Stream 5 of Commission 1 will undertake the address the following:²⁴
- Which sectors could be accommodated in vertical mixed use sites above residential development on the employment release sites?
 - Which sectors could be accommodated in the horizontal mixed use sites which would be formed in close proximity to residential development on the employment sites?
 - How much employment floor space should be accommodated as part of vertical mixed use and horizontal mixed use development on each employment release site?
- 2.21 Working with the consultant of Commission 1, understand which sectors and businesses are best suited for the vertical and horizontal mixed use development. Please note that whilst Commission 1 will lead this work, it will be up to the successful bidders of this commission to quantify how much space could be made available²⁵. Bidders of this commission should work with the Council to understand how much floor space and land will be available over years to 2045.
- 2.22 Commission 1 will provide a quantum of employment floor space required for each employment release site. This will then give an understanding of how much of the vertical and horizontal mixed use development is required in each employment release site. This will give an indication of how much employment space can be generated on the four strategic sites. The output here (working with Commission 1) will be an understanding in both floor space (square metres) and land terms (hectares) how much employment space is required on the strategic employment release sites – referring here to Thames Road, Creekmouth, Chadwell Heath and Castle Green.
- 2.23 The Council has a corporate commitment that the redevelopment of the strategic sites, once redeveloped, will support the same jobs growth as currently exists on site at the time of the assessment. Commission 1 will provide evidence regarding the number of jobs which exist at the time of assessment. This study should explore if it is possible to plan for this level of jobs growth on the four strategic release sites. The Council will provide guidance to the successful bidder on this issue.
- 2.24 Bidders should set out their approach to understanding how much employment space could be generated over the four sites strategic employment release sites²⁶ and how they will work together with the consultants of commission 1 to help understand employment space requirements.

²³ This is required on the following sites to Creekmouth, Chadwell Heath, Castle Green and Thames Road.

²⁴ This will not be undertaken by commission 1 not this commission.

²⁵ At Creekmouth, Chadwell Heath, Castle Green and Thames Road.

²⁶ Referring to Creekmouth, Chadwell Heath, Castle Green and Thames Road.

Work Stream 6: Conceptual masterplans and transitional arrangements

Conceptual Masterplans

- 2.25 This commission will be tasked with undertaking conceptual masterplans for the employment release sites²⁷. These should be high level and will inform the comprehensive masterplans which will be undertaken once the Local Plan is adopted²⁸. The conceptual masterplans will also inform the Local Plan allocations for the strategic employment release sites. The conceptual masterplans should include the following tasks:
- Graphically illustrate where the vertical and horizontal mixed use development could be located on the four strategic release sites and illustrate the extent of the vertical and horizontal approaches required on each strategic release site.
 - Illustrate graphically how many jobs will be provided over the four strategic release sites.
 - Working in conjunction with the chosen consultants of commission 1 set out which land should be protected for the most productive and significant businesses with commissioning team agreement²⁹.
 - Consider how much land should be assigned for the vertical mixed use and horizontal residential typologies relative to the overall land area of each release site.
 - Consider how much space and land is required for social infrastructure and open space.
 - Demonstrate through the conceptual masterplan how residential capacity outlined in Para 2.25 can be achieved alongside the employment space and land required. Also, consider space required for social infrastructure (schools, GP surgery's etc.) and illustrate the land take for these requirements.
 - Graphically illustrate the number of jobs across the four strategic release sites, including not just B class jobs but also jobs associated with social infrastructure (e.g. Schools).
- 2.26 The Housing Land Assessment and Housing Trajectory has set out the capacity each employment release site: 3,000 Thames Road, 15,000 Castle Green, 3,441 Creekmouth and 3,753 Chadwell Heath. The conceptual masterplans should demonstrate, in broad terms, how these housing numbers could be achieved. This would also need to consider how such capacities could be achieved, given some parts of employment release sites will be retained for the most productive and significant businesses and space would be needed for social infrastructure and open space. The outputs of work stream 2 of Commission 1 will be able to assist in this task³⁰. This will consider the location of these businesses, and in conjunction with the client team set these out as part of the masterplan.

Transitional Arrangements

- 2.27 The management of the sites, from industrial land to mixed use sustainable communities will be a long-term process. It will therefore be pivotal to the future of our borough to get the transitional period right. To aid this, the client team feel that strong policies need to be put in place to offset conflict between how these sites are used between now and the completion of these developments. The Council want to balance the short term economic benefits of allowing the continued investment into our release sites against the long-term vision.

²⁷ The conceptual masterplanning work will not be need to be taken for the Wantz Road sites or Ford Stamping Plant.

²⁸ Expected adoption of the Local Plan early 2019. After this is adopted it is then intended to undertake comprehensive SPD Masterplans which will set a design code for each of the four strategic release sites. The masterplans are also intended to include phasing arrangements and guidance on infrastructure delivery.

²⁹ The consultants of Commission 1 will set out a detailed Economic Atlas of the four strategic release sites. This will illustrate how many jobs exist on the four strategic release sites. This will also set out where the most productive

³⁰ This task will include the employment release sites.

Work Stream 7: The Quantitative and Qualitative Benefits of Releasing the Employment Sites

2.28 We would like the commission to set out the following:

- Jobs based estimates from the residential mixed use vision (from the commercial elements of the development, likely school places, medicinal facilities and other jobs associated with residential development compared to the current arrangement). GLA research has found that for every 100 new homes built 23 jobs are generated to support this new population.
- The qualitative benefits of a residential led mixed use development (better environment, responding to London's housing challenge).
- Estimation of the business rates impact the release strategy will have, this should be a quantitative as well as quantitative assessment. Provide consideration of the financial gains made through additional Council Tax, New Homes Bonus, Business Rates retained etc.
- Present case studies of benefits from other parts of London, UK and international – where redeveloping employment sites has benefited the local economy and area.

An Innovative Approach

2.29 The commissioning team are open to suggestions regarding how this work stream could be improved and we welcome suggestions in bids. We will look to bids to see where added value can be identified through alternative approaches in meeting the commission's core objectives.

3 Methodology

- 3.1 We want this study to be a multi-disciplinary effort. As noted we will expect this study to have input from town planners (RTPI planners), urban design and values/ surveyors (RICS surveyors). However, we will leave it to bids to assemble a team that are competent to fulfil the commission.
- 3.2 Bidders should explore the role academics could play within the study and actively welcome academic institutions playing a role as part of submitted bids. Especially for the more innovative parts of the brief, such as those who specialise in how property/ land market dynamics could evolve in the future. The commissioning team think that urban economists will add much value to the commission.
- 3.3 Urban designers, architects or those with master planning experience will add value to the project. Especially with regards to how mixed use residential led development and intensification of retained businesses sites will work. Urban designers could add much value in work stream 4, where the quantitative and qualitative benefits of the Council's spatial option could be set out illustratively.
- 3.4 This study will need to be accessible to professionals and lay people, the study should therefore be well illustrated and prepared, with strong graphic design to aid a strong final document.
- 3.5 Engagement with the businesses community is essential and this should be built into the project time table and resources and costs factoring to provide for this.
- 3.6 The Council will require any underlying primary data that backs up the main work stream to be sent alongside the final report.
- 3.7 The Council will welcome bids from organisations or a collective of organisations who want to deliver both Commissions (Commission 1 and Commission 2)
- 3.8 For the purposes of the commission a total of **five** meetings should be accommodated and costed for.

4. Tender Process

- 4.1 Interested consultants are asked to submit an outline of their proposed methodology to meet the above requirements and provide a detailed breakdown of costs. The Appraisal must be capable of withstanding examination and close scrutiny. The proposal should indicate the timing for the

completion of the work, including the submission of a draft report for comments before submission of a final report. The Council is seeking to receive the draft results of the Study by **w/c 24 April 2017**.

Tender Submission Structure

Tender submissions should be structured to contain the following information, based on the **evaluation criteria** in **paragraph 4.7**:

- Understanding of the brief and its requirements.
- Proposed methodology that sets out the key stages, activities and outputs, including staff allocation for the various activities to be undertaken.
- Relevant skills, experience and track record.
- Proposed team, including sub-consultants. Qualification details of key staff that will be assigned to the project.
- Examples of similar commissions undertaken.
- Details of the information/materials which will be required from the Council.
- Confirmation that work can start immediately.
- Financial proposals – to be provided on a separate sheet(s).

The following requirements should be taken into account when constructing financial proposals:

- It is anticipated that the award of the contract will be on a fixed sum basis, including expenses but excluding VAT.
- The financial proposal should be set out in a way that clearly identifies the cost for each individual element of the brief.
- The financial proposal should identify the breakdown of staff costs including the number of days and daily rate equivalents. Details should also be provided concerning non-staff costs including assumptions for expense/disbursements. Consultants should ensure that the costs of any presentations and attendance at meetings are covered in the fee proposal.
- Submissions should include a statement of any involvement and potential conflict of interest there may be between this project and any other associated projects.

Tender Submission

4.2 Consultant teams should provide the following number of tender submissions in the formats specified:

- Two bound copies
- One electronic copy on CD-Rom

Tender submissions must be returned by **5pm 11 April 2017**, and should be addressed as follows:

FAO: Peter Wiltshire
London Borough of Barking and Dagenham
Room 111
Town Hall
1 Town Square
Barking
IG11 7LU

Submissions must be labelled '**The Future of Our Employment Land – Private and Confidential**' and submitted in a plain, sealed envelope or package containing your complete tender. No markings or other means of identifying the sender shall be made on the outside of the parcel. Failure to comply with this instruction will invalidate the Tender and it will, therefore, not be considered.

Tender submissions should include a signed and dated **Form of Tender** and **Statement of Bona Fide Tender**. Both of these documents are included in the tender pack.

- 4.3 The Council will not be liable for any expenses incurred by bidders in the preparation of their tender returns. No Quotation will be considered if it is not received by the date and time specified. Following receipt of Quotations, they will be arithmetically checked. Any arithmetical errors will be corrected, and a revised Quotation price calculated. The Bidder(s) concerned will be notified of any errors and amendments and asked either to confirm the revised Quotation price or withdraw the Quotation. The Council reserves the right to investigate further any Quotation where it believes that the rates and price(s) submitted may be unrealistic, and this will be grounds for rejecting such a Quotation and for referring the same to the Office of Fair Trading for further investigation.
- 4.4 Following appointment, the Consultant will be required to attend an inception meeting at which the work programme will be confirmed. Consultants will be expected to attend and minute regular interim progress meetings with the Council.
- 4.5 The Study will first be produced as a draft and then as a final report. The form of the report and any presentation of data must be compatible with the Council's existing computer software (Microsoft Word 2007 and Microsoft Excel 2007) and be provided both electronically on CD-Rom and in coloured bound hard copy (20 copies). The documents should also be legible when reproduced in black and white. Graphic material produced should also be compatible with the Council's GIS software (ESRI shapefile).

Ownership of Material

- 4.6 The Council shall hold the copyright to all material related to the Appraisal and shall be able to distribute the material in part or whole to any organisation or individual it determines, at no extra cost.

Project Timetable

The timetable for the process is as follows:

Date	Event
16 March 2017	Invitation to quote documents dispatched
6 April 2017	Deadline for submission of queries
11 April 2017	Tender Submission deadline 5pm
w/c 24 April 2017	Shortlisted tender interviews
w/c 1 May 2017	Scheduled tender interviews
w/c 1 May 2017	Anticipated award of contract
w/c 8 May 2017	Contract start date and inception meeting
w/c 3 May 2017	Progress review meeting
w/c 28 August 2017 (subject to confirmation with the appointed consultant)	Submission of full draft report

w/c 28 August 2017	Presentation on the Draft Report and Meeting to Discuss Final Changes
w/c 2 October 2017	Submission of final report

Evaluation Criteria

- 4.7 Submissions in relation to the requirements for this service will be evaluated on the basis of the criteria below. The London Borough of Barking and Dagenham does not bind itself to accept the lowest or any offer received, but if it does accept a Quotation then all Bidders will accordingly be notified of the outcome of the Quotation exercise.
- 4.8 An Evaluation Panel will consider tender submissions in accordance with the following criteria and associated weightings:

Quality <i>Consisting of:</i>	70%
<ul style="list-style-type: none"> Understanding the brief and its requirements 	40%
<ul style="list-style-type: none"> Organisational structure, management and supervision Any relevant technical skills and resources to be made available for supplying the services 	20%
<ul style="list-style-type: none"> Examples of similar services/contracts undertaken with contact details for seeking references 	20%
<ul style="list-style-type: none"> Ability to deliver the contract in accordance with the timetable outlined 	20%
Cost/Financial Proposals	30%

- 4.9 Further information on the scoring process for tender submissions can be found in the tender pack under 'Tender Evaluation Criteria and Scoring Matrix'.

Interviews

- 4.10 Preliminary dates for interviews have been scheduled for the week commencing 13 February 2017. Shortlisted consultant teams will be invited to interview for the purpose of clarifying, and where necessary re-evaluating, their tender submission scores.
- 4.11 Consultants will be required to make a short presentation (no longer than 15 minutes) to the Evaluation Panel to demonstrate their approach to the project and their methodology. The presentation will be followed by questions from the Panel relating to the proposals.
- 4.12 Each interview is anticipated to last no longer than 1 hour. Interviewees will be asked questions from a standardised list which will be provided in advance of the interview, as well as any specific questions relating to their tender. The decision to award the contract will be based on the tender submission which has the highest score following the interview process.

Queries and other matters

Client Body

- 4.13 The Regeneration and Economic Development Service will commission the study, issue fees and instructions and will manage the project as Client. The nominated point of contact for the tender submission is Jamie Simpson (Principal Planning Policy Officer)

Queries relating to the tender process should be **emailed** no later than **6 April 2017** to:

Name: Jamie Simpson

Email: jamie.simpson@lbbd.gov.uk

Telephone: 020 8227 5816

Other matters

- 4.14 Payments will be phased with 80% of the fee payable on satisfactory completion of a draft report and the final 20% on approval of the final report.
- 4.15 Consultants should give a fixed fee quote, including expenses.
- 4.16 The Contractor will be responsible for ensuring that in the undertaking of any work for the Council that it fulfils all the requirements of UK and EU law together with all health and safety and equality and diversity legislation. The Contractor must inform the Council immediately if it suspects that it has in anyway breached any UK and EU legislation in the performance of the Contract.
- 4.17 The Contractor must hold the following insurance levels throughout the life of the contract.

Minimum cover for any one incident of the following must be held:

Public Liability - £1,000,000.00
- 4.18 Details of Insurance must be provided with the submission. Should the Contractor's existing insurance policies not be at the level indicated the Council could require confirmation that the Contractor will be willing to increase the level if awarded the contract and it felt necessary.

References

- 1.) Barking and Dagenham Economic Development Study 2014, Nathaniel Litchfield and Partners
- 2.) Barking and Dagenham Growth Commission, 2016, Report of the Independent Growth Commission
- 3.) London Riverside Opportunity Area Planning Framework, 2015, Greater London Authority
- 4.) Barking and Dagenham: Local Plan: Issues and Options, 2015, Barking and Dagenham Council
- 5.) Land for Industry and Transport, Supplementary Planning Guidance (SPG), 2012, Greater London Authority
- 6.) London Plan, 2015 (consolidated with alterations since, 2011) Greater London Authority
- 7.) Industrial Land Demand and Release Benchmarks in London, 2010 Roger Tym and Partners
- 8.) London Industrial Land Supply Study, 2015 AECOM