

**LONDON BOROUGH OF LAMBETH**

**INVITATION TO TENDER FOR THE PROVISION OF  
CONSULTANCY SERVICES**

for

**UNLOCKING DEVELOPMENT & INVESTMENT FRAMEWORK STUDY**



**Responses to be submitted by 5pm Friday 25 November 2016**

**Client: LB Lambeth, Investment and Growth**

**Title: Unlocking Development Investment Framework**

**Request for Quotation**

**Contract Value: £65,000 (excluding VAT).**

## INSTRUCTIONS TO TENDERERS

### INTRODUCTION

1. The London Borough of Lambeth (the "Council") wishes to procure Consultancy Services for the design of an Unlocking Development and Investment Framework.
2. The London Borough of Lambeth is seeking quotations from experienced consultants to produce a development and investment framework for the borough. The council requires an investment strategy to identify development opportunities across its own assets and those of other partners.
3. The framework will directly support the council's strategic objectives as set out in the new Borough Plan. The borough plan has three core objectives:
  - Creating inclusive growth – encouraging investment and regeneration, and ensuring it benefits all;
  - Reducing inequality – using the opportunities and proceeds of growth, regeneration and housing to reduce inequality; and
  - Building strong and sustainable neighbourhoods – investing in neighbourhoods to bring people together, maintaining the cohesion and diversity of the borough.
4. The framework will provide a key evidence base to the council to help it sweat its assets to achieve the Borough Plan. By identifying opportunities for growth through our landownership, the council can use this investment to reduce inequality and build strong neighbourhoods by sharing the benefits of investment.
5. The strategy will also inform the forthcoming review of the borough's Local Plan. The strategy will provide both a decision-making framework to assess potential development opportunities now and in the future, and identify an Unlocking Development Action Plan for up to five priority sites for development in the short to medium term.
6. This brief sets out:
  - **Background context**
  - **Study objectives**
  - **Requirements of the brief**
  - **Study components**

- **Project outputs and milestones**
- **Unlocking development and investment framework: main report**
- **Tender returns, timescales, and additional information**

## **BACKGROUND**

### **Planning and development in Lambeth**

7. The development and investment framework will cover the whole borough. The existing Local Plan, and the council's new Community Plan recognise that much of the borough's planned growth is in the north. Importantly, Lambeth's two designated Opportunity Areas – Waterloo Opportunity Area, and Vauxhall Opportunity Area – are located in six wards in the north of the borough (Prince's, Bishop's, Oval, Larkhall, Stockwell and Clapham Town). Together, Waterloo and Vauxhall will provide much of the growth in Lambeth over the next 10-15 years. Plans for development and local improvements for both areas are set out in strategic Opportunity Area Planning Frameworks (OAPFs), and detailed Supplementary Planning Documents (SPDs).
8. In addition to the two Opportunity Areas, a number of planning and development frameworks cover other key town and district centres, and strategic sites in the borough. The Brixton SPD sets out the council's ambitious plans for Brixton town centre, key to which is the bringing forward of the Council's own land for development of a range of town centre uses. These include the development of the New Town Hall and Civic Centre, new homes, significantly increasing the amount of workspace in the town centre, improved public realm, and a refurbished railway station. The council has also commissioned consultants to develop a new masterplan for nearby [Loughborough Junction](#). In West Norwood, the council is currently refreshing its masterplan and economic development strategy, which will include the delivery plan for a major town centre redevelopment, and an action plan to help sustain and enhance the Key Industrial and Business Area. At the former Oval Gasworks, the borough has been working with Berkeley Homes on a masterplan for the site, known as the Oval and Kennington Development Area, (OAKDA), which includes new homes and employment space. Streatham town centre's masterplan provides the council's framework for development, and a review of the council's sites is currently underway (which will need to be accounted for in the study). Details on all these programmes can be found in the supporting documents listed at the end of this document in Appendix 1.
9. The council is already taking a strategic approach to using its assets to drive the development of new housing through its SPV, Homes for Lambeth. Acting as a housing developer, Homes for Lambeth will enable the council to reinvest profit from development into its housing programme. The programme will enable the development of new homes both for rent (at council and intermediate rent levels, plus market rent), and sale. Estate regeneration forms a major part of the programme, and the Council has earmarked six estates for development

(Cressingham Gardens, Knights Walk, Westbury, Fenwick, Central Hill and South Lambeth). The programme includes a number of other sites across the borough, such as Somerleyton Road in Brixton (over 300 new homes), Lollard Street in Kennington (89 homes) and Patmos Lodge (50 homes). It also includes development of a number of small council-owned sites, using a range of sites such as underutilised garages, vacant land, redundant buildings, community facilities and estate infill opportunities. Approximately 1000 new homes for council rent will be built through this programme between 2016 and 2022.

10. The Investment and Growth team is now considering opportunities for the next phase of the borough's growth. Some initial high-level analysis has been carried out by the team, showing strategic transport hubs, growth areas and prospective development opportunities. These are illustrated in the map in Appendix 2.

### **Current Market and National Policy Context**

11. With the UK having voted to leave the EU in the Referendum on 23 June 2016, it is inevitable that there will be a period of uncertainty as both the UK and world economies adjust to the implications. The immediate impact on the UK property market is likely to be a period of 'wait and see' with a consequent reduction in the number of comparable property transactions in what could be a fluid and potentially volatile macroeconomic climate. The past few months have seen a rapidly changing political landscape and volatility in the financial markets. However the appointment of Theresa May as Prime Minister, and Philip Hammond as Chancellor, has helped to stem the political uncertainty, which has been seen as a positive by the property market. This volatility of the economy following the "Brexit" vote has led to the Bank of England's decision in August to cut interest rates to 0.25%; the first reduction in seven years. Assuming that banks pass on this cut, this should help to stimulate the residential market. In addition, the continued weakness of Sterling appears to be providing an additional factor to entice international buyers back into the market. Many of the leading agents have reported a notable increase in international investors and this has resulted in a number of significant commercial and residential deals over the past few months.
12. At the Conservative Party Conference on the 3 October, Sajid Javid (Communities Secretary) and Philip Hammond (Chancellor of the Exchequer) announced a package of measures and a £20 billion Housing Budget for the next five years. A Government White Paper is anticipated later this year which will build upon three initiatives outlined at the conference. For example, a £3 billion Home Builders Fund is expected to provide loan funding, targeting custom build and smaller developers with a target of delivering 225,500 homes by 2020. The existing Builders Finance Fund and Build to Rent Fund are to be incorporated in the 'new' fund. In addition, £2 billion is being ring-fenced for infrastructure funding to unlock Brownfield land. Further public borrowing will be announced to target public sector land release for development by 2020. The Government is to work with local government and other partners

to unlock land via outline planning permissions and site remediation, in particular, targeting ‘faster’ models of house-building including PRS and off-site manufactures. The 2016 Autumn Statement will be delivered to Parliament on Wednesday 23 November 2016, which will detail what the Government has planned for the UK’s economy and public finances. The Statement and subsequent White Paper are expected to provide further details of the above initiatives as well as other incentives to encourage housing growth.

### **Why we need a development and investment framework**

13. Lambeth requires an updated development and investment framework for two strategic reasons.
14. Lambeth has a minimum annual target of 1,559 net additional dwellings (as set out in the London Plan 2015). The borough benefits from attracting commercial growth largely in areas in the north of the borough which form part of the Central Activities Zone. We also want to encourage employment growth across other parts of the borough, however.
15. The second key driver for this commission is that the council is increasingly required to generate revenue income streams and capital return from its estate and other development opportunities. This is critical in the face of sustained reduction in central government grants, in order for the council to maintain its core services. Central government cuts have reduced our revenue income by over 50 per cent and therefore the council must maximise its income from other sources. Current estimates regarding the savings to be made equate to almost £30 million per annum until 2020. Additionally, as discussed above, wider economic factors – such as the Brexit vote – present an uncertain inward investment environment for Lambeth. As an inner London borough we face the dual challenge of exposure to reduced investor confidence, coupled with the requirement to meet a high level of social need with fewer resources. Therefore, the borough must develop a framework that drives best value from development opportunities now and in the longer term.

### **STUDY OBJECTIVES**

#### **Summary**

- **To assess and evaluate the council’s existing property assets**
- **To produce a digital baseline map of the council’s assets – and those of strategic partners –**
- **To assess the potential development income the council could expect from its assets over the next five to ten years**
- **To identify up to five priority opportunities for development, together with a phased and costed action plan to unlock them**

16. The net result of the council's growth and financial context means the council must take a far more prudent commercial approach to its own estate, and also adopt a more innovative and entrepreneurial stance by exploring and testing options for optimal returns. In some cases this may include long-term revenue income (e.g. through PRS development) instead of capital receipts. Over the next five to ten years, the council will aim to maximise the revenue it raises from development of its assets. Of this, it will seek to raise a sizeable portion from capital receipts, but also revenue per annum.
17. This commission will further evaluate and seek to project more accurately what the Council could expect to gain on sites across the borough. Importantly, the study will be expected to assist the council with generating a target for development-based income over a five to ten-year period which can help business planning for future years. The council will also look to drive value from partnerships with other landowners in the public sector, and private developers via Development Agreements and joint ventures, for example, where it is may be mutually advantageous to do so. Taking a proactive approach to development could also accelerate CIL receipts, which the council requires to invest in and maintain infrastructure.
18. This study is Phase Two of the council's Unlocking Development Study. In Phase One, the council purchased comprehensive data from the Land Registry on all its assets in the borough. **These data will be made available to the consultants appointed for the study.**
19. The council's own assets will be the starting point for the Development and Investment Framework. The purpose of this approach is to prioritise opportunities to generate income for the council (both capital receipts and long term revenue income). The main objective of this project will be to examine the scope for commercial development through council-owned opportunities. The council has already identified a number of potential opportunities for development, and this information will be shared with the appointed consultants. Consultants will be expected to outline the approach they will take to build on the council's knowledge about these areas in order to identify a shortlist of priority high value opportunities. Consultants should note that council-owned estate regeneration is not expected to be a major focus of this work, however, it may be appropriate to examine opportunities where potential development opportunities are adjacent to council estates.
20. However, assets owned by others in the public sector (plus the private and third sectors), may be key to unlocking wider development opportunities. The framework will draw on the mapping produced by the [London Land Commission](#) (LLC), which has produced a first iteration of the [brownfield register](#) online. To add to this mapping, the study will therefore require more detailed intelligence gathering about the development status of landholdings, plus assets for development held by non-public organisations and prospective partners in the borough. In this way, the study should enhance the data collected by the LLC. Furthermore, we expect consultants to consider the impact of development carried out by the borough's near

neighbours, such as LB Wandsworth to the west, LB Southwark to the east (taking account of impacts on nearby land values resulting from strategic development such as Elephant Park), and LBs Croydon and Merton to the south. This could enable the council to take advantage of collective opportunities for partnerships and joint ventures.

21. A mechanism for prioritisation and decision making for opportunities will need to be established. This may include 'quick wins' for sites in single ownership, where their value is considered to be relatively high. However, it is expected that the one of the real benefits of this work will be in identifying council land where strategic acquisition of adjacent land, or a partnership with a land owner, would unlock increased development potential and a marriage value. As such, the prioritisation mechanism will need to consider other factors, which will need to be developed with the steering group.
22. Appendix 1 provides an overview of recent studies and reports relating to the council's planning, development, and investment activities. Please note that this is to provide wider context for the activities below ('Requirements of the brief') and contains important information for potential contractors to consider when developing a quotation.
23. Funding for this Strategy is being provided by the council's New Homes Bonus programme, funded through the GLA top slice.

## **REQUIREMENTS OF THE BRIEF**

### **Responding to the ITT**

24. Support is being sought to assist with:
  - Development of a digital mapping tool of potential development opportunities;
  - Production of a Development and Investment Framework decision-making matrix to identify opportunities for new development across the borough, including their constraints, tools required to unlock them, and potential delivery options;
  - A list of all potential development sites, with high level constraints and quantified opportunities (using PTAL and London Plan Density Matrix as a guide); and
  - Production of a detailed action plan that will identify five opportunity sites that the council should pursue towards redevelopment.
25. The council is seeking to appoint consultants with a mix of relevant skills to undertake this study and welcomes tenders from multi-disciplinary consultancies, or consortia (specifying the lead organisation).
26. Tenders should demonstrate that teams are comprised of consultants with expertise in the following areas:
  - Mapping and spatial analysis

- Planning and development appraisal (please note that site design analysis is not required at this stage)
- Property services, including commercial property advice
- Development viability and delivery models, including maximising capital receipts or revenue income
- Economic development, with experience of providing strategic advice to local authorities to support inward investment and local business growth opportunities.

27. **Tenderers should:**

- Detail their approach to the study, explaining how they will undertake each phase, including a conceptual example of how you will carry out the mapping analysis;
- Provide a cost breakdown for the time to be allocated to each component, including time for four presentations to the project steering group (at inception, and upon completion of each stage of the project);
- Include CVs (as an appendix) with evidence of the required skills for the commission;
- Draw on the expertise of good practice from other councils or public sector landowners who have developed similar approaches to maximizing development opportunities from their assets; and
- In light of the exploratory and sensitive nature of the study, explain how consultants will assure the confidentiality of all the data gathered and used as part of the commission.  
**Consultants will be required to sign a confidentiality agreement.**
- Acknowledge that all materials provided to consultants and produced as part of this commission will be returned to the council. The council will hold all intellectual property rights of the materials, and the copyright.

**Key relationships**

28. The selected contractors delivering the Development and Investment Framework will be required to collaborate closely with a range of LB Lambeth teams and its partners in the public sector. The suppliers will also need to work closely with organisations in the private and third sectors who may hold land or assets contiguous to those owned by the council, and who may also be exploring development opportunities.

29. Important stakeholders for this work will include (but are not limited to):

- LB Lambeth: Investment and Growth (including Business and Inward Investment), Valuation and Strategic Assets, Planning, Estate Regeneration, and Housing
- Neighbouring local authorities/ Cross-River Partnership
- Greater London Authority (including the London Land Commission)
- Network Rail
- Metropolitan Police Service (MPS)
- Transport for London
- NHS trusts/ Lambeth Clinical Commissioning Group (CCG)
- Private sector landowners
- Third sector organisations
- Registered Social Landlords

- Business Improvement Districts

## **Project management**

30. At the inception meeting with the selected contractor there will be a discussion about the amount of time to be allocated to each element of the research outlined in the brief below, and the methods to be used to engage stakeholders and generate recommendations together.

## **REPORTING & PROJECT GOVERNANCE**

31. This contract will be cliented by the council's Investment and Growth team. The client team will be established to coordinate day-to-day delivery of the commission and work closely with the appointed consultant team. The team includes Duncan Brown, the council's Delivery Lead in Investment and Growth and Jo Sloman, Neighbourhood Delivery Lead, who will project manage and administer the commission.
32. In terms of Project Governance, the Project Sponsor is Sue Foster OBE, Strategic Director for Neighbourhoods and Growth.
33. A Project Steering Group will be established, comprising officers from the council's Investment and Growth, Business and Inward Investment, Valuation and Strategic Assets, Housing, Estate Regeneration, and Planning Policy teams. It will normally be convened on a monthly basis throughout the life of the commission. It is envisaged that the findings and progress of the study will be shared and analysed at regular intervals with wider teams, to develop the results and strategy recommendations in an iterative, collaborative way. Where possible, meetings will be convened virtually and/or flexibly, according to business need. **Tenderers should allow** for four meetings with the steering group over the course of the project.
34. The officer Project Steering Group will refer key decisions to the relevant elected member according to the Lambeth Contract Standing Orders to include Officer Delegated Decision Reports and Cabinet Member Delegated Decisions Reports

## **STUDY COMPONENTS**

35. The key study components required are outlined below.

### **a) Baseline mapping**

- Spatial analysis will be carried out across the borough including its major town and district centres, masterplan areas, growth areas and also lesser known fringe areas to produce a digital mapping tool showing:
  - Existing planning policies and allocations, including designation boundaries (e.g. Local Plan site allocations, OAPFs, SPDs), and area frameworks, such as masterplans)
  - Major development sites with planning permission, strategic transport infrastructure, and other capital improvement schemes

- Land ownership, starting with the Land Registry database purchased by the council, and including strategic assets owned by:
  - LB Lambeth
  - TfL
  - Network Rail
  - MPS
  - Private and third sector organisations (based on selection criteria)
  - Registered providers of social housing
  - NHS trusts and other public sector organisations
  - Land held as statutory successor (e.g. LCC and GLC land)
  
- Market analysis, showing private sector activity and development values across the borough, to assist with identifying the development value of prospective future sites.
- This phase will be informed by close working with colleagues across internal teams to gather information on strategic opportunity sites, and review relevant studies published by the Council or partners in the last 2-5 years (e.g. Investment and Opportunity Study).
- This phase could identify areas of focus and inform the designation of local intensification areas (based on exploratory work shown in Appendix 2), for example.
- On production of the mapping tool, we propose that a workshop is held with partners to discuss the strategy for identification of prospective sites in the next stage. This would include internal partners (such as the area-based teams in the Investment and Growth team) and external partners in the wider public sector.
- The mapping tool should be produced using a software format through which the council can easily import and manipulate the data, and update with new information after the commission.

#### **b) Site identification and prioritisation: Interim Report**

- Taking the data gathered in the mapping phase, this stage will investigate potential development sites in more detail, resulting in a qualitative interim report. It is anticipated that site visits will be used to inform the evidence base at this stage. This phase will:
  - Produce a long list of prospective sites/ projects, and carry out SWOT analyses, outlining development capacity and potential capital/revenue income available to the council.
  - Identify what stage the above sites are at in terms of pursuing development (whether owners are actively seeking redevelopment or have not yet initiated discussions).
  - Identify potential 'unlockers' required to bring sites forward for development (e.g. acquisitions, or a scan of infrastructure needs required to realise development).
  - Shortlist up to ten priority areas/ prospective new masterplan sites.
- The interim report should include a matrix of the range of development opportunities available to the council (e.g. by asset type), the issues that need to be addressed to unlock sites, and the delivery options available to the council. The framework could produce

typology that enables the council to take a strategic view of the timescales (i.e. whether short, medium, or long term), and the scale of resource required to unlock them.

- Using the matrix/typology, the report should make an assessment of the potential income available to the council from development of its assets over the next 5-10 years.

**c) Action Plan to unlock development: Main Report**

- The final stage will devise an action plan to deliver the priority projects identified in Phase b).
- The Action Plan will provide detailed commentary on how to unlock **five priority opportunities** identified in the previous stage, and provide detailed recommendations on potential delivery models. It will produce more detailed analysis of the investment required to unlock opportunities (for example, public-private partnerships, CPO, transport improvements etc.), and propose policy and funding options to support delivery (e.g. EU funds, Enterprise Zones, Intensification Area status, or Housing Zone support from the GLA). Consultants should acknowledge that any such recommendations will need to be carefully considered by planning in the context of wider strategic planning.
- The final report should also recommend what role LB Lambeth should take to realise the five high priority development opportunities (e.g. whether there is scope to broker agreement between partners with neighbouring development interests, or for the council to investigate Development Agreements or Joint Ventures with other partners, for example).
- The report should provide a robust analysis of the potential income that developing these five opportunities will generate for the council (capital and revenue), and timescales for implementation. In light of the priority focus to generate income for the council, the report should model the maximum income the council could expect from policy compliant schemes developed through alternative models.

**PROJECT OUTPUTS AND MILESTONES**

36. The framework will produce three key outputs for the council to take forward the recommendations developed in the project.

Phase	Output	Purpose	Milestone Date
1	Spatial mapping tool, including: <ul style="list-style-type: none"> <li>• Baseline digital map identifying strategic council assets, and those of partners</li> <li>• Market analysis</li> <li>• Potential intensification areas/ zones</li> </ul>	To identify where there is scope for development on land owned by the council and partners. Areas to be categorised by indicative potential use/ unlocking required/ role for the council (e.g. direct intervention via investment/ brokering etc.)	By end January 2016

2	Interim report:	<p>To provide a detailed examination of development capacity at strategic sites/ areas, and to identify what measures would be required to unlock them using a SWOT analysis of development sites, in order to produce a shortlist of up to 10 medium to major scale priority sites.</p> <p>This stage will produce the basis of a replicable decision-making framework/ matrix tool that the council can use for deciding where to invest and develop its resources.</p>	20 Feb 2017
3	Main report: unlocking development action plan	<p>The main report should:</p> <ul style="list-style-type: none"> <li>• Provide an analysis of the income (capital and revenue) the council could expect to achieve over the next 10-15 years from maximising development opportunities through its estate</li> <li>• From the shortlist of up to 10 sites, recommend five priority opportunities for development, including: <ul style="list-style-type: none"> <li>○ The income that they can be expected to generate</li> <li>○ Site capacity and viability analysis</li> <li>○ The resources required to unlock them</li> <li>○ Modelled delivery options</li> </ul> </li> </ul>	31 Mar 2017

## UNLOCKING DEVELOPMENT & INVESTMENT FRAMEWORK: MAIN REPORT

37. In the first instance, the findings of the Study will be shared with the GLA (sponsors of the NHB programme), followed by all the council's partners who have a stake in the five priority development opportunities.
38. In particular, the main report is required to provide clear recommendations and specific

actions on opportunities for:

- Commercial development on council-owned land, which could provide new sources of long term revenue for the council. This could include:
  - New office floor space, increasing the opportunity for businesses to locate in Lambeth; maximising revenue income (at market value) and in terms of increasing the business rates income for the council.
  - Retail development – seeking opportunities to support the regeneration of high streets or shopping parades where floor space is under threat of residential development. For example, this could include opportunities for revitalising commercial spaces on Clapham Road adjacent to Stockwell Tube station.
  - Development of affordable workspace, e.g. models such as Brixton Works approach for start-ups, or the ‘hub’ model, supporting particular industry groups (such as the Foundry for third sector civil rights organisations, or creative workspaces) and identifying appropriate site opportunities for this to be located and where the council is landlord or managing agent.
- Residential development, including:
  - Opportunities for PRS development which could generate long-term revenue on council-owned sites.
  - Housing for sale, including development for market sale plus a range of affordable housing products, in line with the borough’s planning policy

39. In reality, many sites may provide opportunities for mixed-use development, and the study should identify where these are and options to maximise value for the council.

### **Presentation of the Baseline Map and Action Plan**

40. The consultants will be required to present the borough-wide draft map and action plan to Steering Group in January 2017 and also senior leaders at the end of March 2016.

### **TENDER RETURNS**

#### **Responding to the brief, budget and programme**

41. The proposals presented should not exceed £65,000 (excluding VAT).

42. It is anticipated that the successful contractor will be able to start in early December. The inception meeting will take place in the week commencing 5 December 2016.

43. The length of contract is subject to the proposal presented by candidates and any other commitments they may have (which should be outlined in the proposal). Key delivery deadlines are outlined below:

Stage	Deadline
Inception meeting	w/c Monday 5 December 2016
Presentation of mapping tool to steering group	Friday 13 January 2016
Interim report	Friday 17 February 2017
Final report, executive summary and strategy, and presentation to steering group	Friday 31 March 2017

44. During the course of this project the council may wish to add a new component or related research project for the successful consultant to undertake. This would be subject to another detailed brief and appropriate budget allowance.

#### TIMESCALES

45. Proposals should be sent by email to Jo Sloman (details below) by **5pm on Friday 25<sup>th</sup> November 2016**. Please request an email confirmation of receipt to ensure the email has arrived on time.

Jo Sloman, Neighbourhood Delivery Lead, Investment and Growth, LB Lambeth  
[jsloman@lambeth.gov.uk](mailto:jsloman@lambeth.gov.uk)  
020 7926 3087

46. A procurement timetable for the selection process is detailed below:

Stages	Components	Key Dates
<b>Request for quotation</b>	Request for quotation distributed	Tuesday 8 <sup>th</sup> November 2016
	Proposal submission deadline	5pm Friday 25 <sup>th</sup> November 2016
<b>Selection</b>	Proposals shortlisting	Mon-Tues 28-29 November 2016
	Successful and unsuccessful consultants notified	By 5pm Wednesday 30 <sup>th</sup> November 2016
	Shortlisted candidates interviewed	Friday 2 <sup>nd</sup> December 2016
	Successful consultant selected and confirmed	By 5pm Wed 7 <sup>th</sup> December 2016
<b>Appointment</b>	Inception meeting	Mon 12 <sup>th</sup> December 2016
<b>Commencement</b>	Inception report agreed and Contract signed	By 5pm Friday 23 <sup>rd</sup> December 2016

## INFORMATION REQUIREMENTS

### Tender Evaluation Methodology

47. The standard ratio that will be used to evaluate the tenders is as follows:

Price – 30%

Quality – 70%

	Component	Assessment weighting	Assessment considerations
1	Understanding of the brief and proposed approach	40%	<ul style="list-style-type: none"> <li>• Demonstrates a clear understanding of the Council's aims and objectives to drive value from its estate</li> <li>• Provides an outline methodology to develop an income target from the council's estate</li> <li>• Demonstrates a creative approach to producing a mapping tool that can be updated by the council</li> <li>• Provides innovative and practical solutions to incentivise development</li> </ul>
2	Organisation profile and CVs	30%	<ul style="list-style-type: none"> <li>• Skills selection of the team is clearly aligned with the services required, and clear evidence of the team members' skills are provided, in the form of a summary CV or skills accreditation / formal qualifications</li> <li>• Provision of team structure together with management details</li> </ul>
3	Cost Breakdown	30%	<ul style="list-style-type: none"> <li>• Value for money</li> <li>• Number of days allocated to each project team member is appropriate to the requirements of the service</li> <li>• Details out how the project team will meet the project milestones and deliver the specified outputs in the timeframe, and actions to mitigate slippage</li> </ul>
4	Total	100%	

48. Written submissions will be reviewed and shortlisted, with shortlisted organisations invited to an interview in early December. **The proposals will be weighted as follows: written submissions = 80 per cent/ interviews = 20 per cent.**

49. Scoring matrix:

0	Failed to address the question/issue.
1	An unfavourable response/answer/solution. There is limited or poor evidence of skill/experience sought; a high risk that relevant skills will not be available.
2	Less than acceptable. The response/answer/solution/information lacks convincing evidence of skill/experience sought; lack of real understanding of requirement or evidence of ability to deliver; medium risk that relevant skills or requirement will not be available.
3	Acceptable response/answer/solution/information to the particular aspect of the requirement; evidence has been given of skill/experience sought.
4	Above acceptable – response/answer/solution/information demonstrates real understanding of the requirement and evidence of ability to meet it (based on good experience of the specific provision required or relevant experience of comparable service or supply).
5	Excellent – response/answer/solution provides real confidence based on experience of the service or supply provision required. Response indicates that the supplier will add real value to the organisation with excellent skills and a deep understanding of the service or supply requested.

**QUERIES**

50. Please submit any queries about the brief and RFQ process by email to Jo Sloman ([jsloman@lambeth.gov.uk](mailto:jsloman@lambeth.gov.uk)) by 18 November 2016 and responses will be supplied by 22 November 2016.

## Appendix 1: Useful links and reading

1	<a href="#">Future Lambeth: Our borough plan 2016-2021</a> (September 2016)
2	<a href="#">London Plan 2015</a>
3	<a href="#">Lambeth Local Plan</a> (September 2015)
4	<a href="#">Investment and Opportunity Strategy</a> (June 2015)
5	<a href="#">Business, Growth, and Regeneration Delivery Plan</a> (March 2015)
6	<a href="#">Lambeth Growth Strategy Evidence Base</a> (December 2014)
7	<a href="#">Lambeth Transport Plan 2011</a>
8	<a href="#">Lambeth Commercial Development Pipeline Report 2015/16</a>
9	<a href="#">Lambeth Housing Development Pipeline Report 2014/15</a>
10	<a href="#">Lambeth Employment Land Review Update</a> (February 2013)
11	<a href="#">Waterloo Opportunity Area Planning Framework</a> (October 2007)
12	<a href="#">Waterloo Supplementary Planning Document</a> (March 2013)
13	<a href="#">Vauxhall Opportunity Area Planning Framework</a> (March 2012)
14	<a href="#">Vauxhall Supplementary Planning Document</a> (January 2013)
15	<a href="#">Brixton SPD</a> (June 2013)
16	<a href="#">Future Brixton Masterplan</a> (July 2009)
17	<a href="#">Oval and Kennington Development Area Masterplan</a> (May 2016)
18	<a href="#">State of the Borough 2016</a>