
CAMDEN HIGHLINE: A NEW PARK FOR LONDON

STAGE 1: QUESTIONS AND ANSWERS

September 2020

0.0 UPDATES

0.1 18.09.20: responses to queries received by Friday 11 September 2020

0.2 29.09.20: Q1.01.1 added: a follow up query on Q1.01

1.0 QUESTIONS ABOUT THE COMPETITION PROCESS

1.01 Q: Please can you advise whether there are any exclusivity issues within this competition? Are we allowed to be subconsultants to more than one architect led team?
A: Please refer to the brief where it says that while an organisation can be involved in any number of competing teams, each organisation may only submit **one competition entry as the lead consultant**. Also, competitors wishing to be involved in more than one team must use different people in each team and be able to demonstrate, on request, that measures to prevent internal information sharing have been put in place.

1.01.1 Q: We would like to gain some further clarification on point 1.01 of the Q&A document, if at all possible? There is a bit of a nuanced scenario that we believe affects a number of teams. We understand that "competitors wishing to be involved in more than one team must use different people in each team and be able to demonstrate, on request, that measures to prevent internal information sharing have been put in place". We are using a consultant who are sitting on a number of teams, but are providing each team with a separate partner of the firm, in order to meet the bidding requirements. However, we require this consultant team member to provide the skills required in Part 3 Section 8.1b. In order for them to do this, they will be sub-consulting to a separate consultant from another company. There is only one person from this secondary firm that could meet these requirements so our primary consultant is planning on using him if they are successful, on all of the bidding teams. They have stated to us that there will be no consultation with the secondary sub-consultant through the bidding process, only if they are successful following Stage 2. Does this meet the bidding requirements?

A: The planned arrangement is acceptable so long as the person from the secondary firm is not part of the core bidding team and is not exposed to commercially sensitive pricing and / or other elements of the individual bids. It is worth noting that this means that they are not well suited to attend an interview, should your team, or one of the others in the same situation, be shortlisted.

- 1.02 Q: The SQ states ‘Please also identify the individual who will be responsible for delivering the services identified in Part 3, Section 8.1b of the Standard Questionnaire.’ so this could be interpreted as somebody who themselves doesn’t have these skills but would oversee others within the organisation who did.
In regards to the Part 3 Section 8.1a info. [Note from Colander: we assume this is a typo and should say Part 3 Section 8.1b] If we can confirm & self-certify that we have this expertise in house but it’s not necessarily held by the people we would see as the ‘design’ engineers who would work with you day-to-day is this sufficient?
A: We are looking for a team which includes an individual who can deliver these services.
- 1.03 Q: Is there minimum turnover requirement for the lead consultant? If so, can you please tell us what this is?
A: There is no minimum turnover requirement for the lead consultant.
In Part 3 Item 4.1 of the SQ, the lead consultant is asked to confirm that it can, on request, demonstrate its financial status; the client will want to ensure that it is contracting with a viable organisation, before awarding the contract.
- 1.04 Q: Please could you tell me the number of teams that will be shortlisted after the first stage?
A: As it says in the brief: ‘In accordance with OJEU requirements, it is the intention to shortlist five teams to take part in Stage 2 of the competition.’
- 1.05 Q: Page 13 of the Competition brief states that the cover sheet should include ‘confirmation that all organisations in the team are paying a living wage to all employees’. Can you clarify? Is this national minimum wage, according to the country concerned, or something else? If it is something else, what is it?
A: As it says in the brief: ‘The client is committed to creating a more equitable and sustainable society and it will expect competitors to demonstrate their commitment to this objective.’ One aspect of this commitment is that the organisations it does business with should not exploit their workers. Where a national living wage has been published then this should be used as the benchmark.
- 1.06 Q: Could you please clarify whether our response to the following is required to be site specific?
Part 1
A think piece: no more than 500 words and one A2 image that addresses the following:
‘Humans and Nature: the creative tensions that exist between an urban environment and the natural world’
A: No, the response does not need to be site specific, however, it is likely that the think piece will consider some of the wider issues that will be important to the design of this project.
- 1.07 Q: We read in the press release that the winning organisation for the Highline project will be chosen to design and deliver the project. Can we enquire if the construction work phases will be put out to tender separately?
Also will partners of the winning organisation be allowed to tender for any of these construction works?
A: Yes, the construction works will follow as a separate tender, as and when the design is established.
We are not in a position to comment on how that tender will be framed.

- 1.08 Q: The Stage 2 £10,000 honorarium will not be enough- only big practices will be able to absorb the costs.
A: Please be aware that no design work is required in the Stage 2 submission. The honorarium has been set accordingly. Given the technical interface with the railway and the complexity of the project, it is likely that teams will include a mix of experienced organisations, smaller practices and individuals.
- 1.09 Q: Considering the geographical constraint of personally reviewing the document, I request you to provide us the following details before we buy the document:
1) List of Items, Schedule of Requirements, Scope of Work, Terms of Reference, Bill of Materials required.
2) Soft Copy of the Tender Document through email.
3) Names of countries that will be eligible to participate in this tender.
4) Information about the Tendering Procedure and Guidelines
5) Estimated Budget for this Purchase
6) Any Extension of Bidding Deadline?
7) Any Addendum or Pre Bid meeting Minutes
A: This is an international competition, open to competitors from across the world, assuming that they are able to deliver a project of this nature in London.
All information about the competition, including timings, can be accessed on the competition website.
No other information is available at this stage.
- 1.10 Q: Is there a site visit or walk planned?
A: No site visit is planned for Stage 1 competitors. However, drone footage along the route has been added to the competition webpage. Also, the route can be viewed from a London Overground train, travelling east from Kentish Town West, though Camden Road to Caledonian Road.
As it says in the brief: 'A briefing session and, COVID-19 protocols allowing, a site visit will be held with the shortlisted teams, w/c 02 November 2020.'
- 1.11 Q: We see that there are three detailed documents you have uploaded to the competition website and have assumed that this is all that we require for the submission at this stage. If this is not correct, please let me know.
A: It is correct, all the required documentation is available on the competition web page.
- 1.12 Q: I'd like to enquire whether there are any standard CAD blocks or REVIT information to expedite the submission process?
A: Please note this is not a design competition and no site-specific work is required at this stage. For this reason, drawings are not available at this stage of the competition.
- 1.13 Q: Can it be clarified how the 70% score allocated to the Team's Design Philosophy (TDP) is split between Part 1 (i.e.A2 + white paper) and Part 2 (i.e. six A4).
A: As it says in the brief: 'No further weightings will be applied beyond the 70:30 split that has been specified.'

- 1.14 Q: As part of the Stage 2 process, there is a note mentioning that 'it is the client's intention to give shortlisted teams a scope of work and a lump sum fee to take the project through to a successful Planning Application'. Does that mean that the winning team will be given a fixed lump sum for fees to use and divide amongst the team?
A: For clarity: it is the intention to give Stage 2 shortlisted teams the fee that is available for the team, to take the project through to a successful Planning Application.
- 1.15 Q: Must all members of a team submit the SQ, including subconsultants? Must they all provide independent references, or are only the architect/landscape architects necessary?
A: As stated in the SQ, all members of the team must submit Part 1 and Part 2 of the SQ. Part 3 should be completed by the lead consultant only.
- 1.16 Q: If our firm is the main designer (non-UK), but a local firm is to hold the contract with the client and function as the 'lead', how is it preferred we explain this: in the SQ? or should we elaborate on the relationship in the Stage 1 A4 submittal?
A: The lead consultant that will hold the contract should complete Part 3 of the SQ.
It is recognised that the creative lead and the managerial lead may come from different organisations within the team. As requested in the brief, the arrangements within the team should be explained in the Stage 1 A4 submission, which asks for: 'An explanation of how the creative and the managerial leads within the team expect to interface, to ensure design excellence alongside a smooth delivery process. Please include an organogram of the team, to show the roles taken by each of the key players in the team and, if the team comprises more than one organisation, how they will work together.'
- 1.17 Q: Part 1 of the Design Philosophy is described as "A think piece: no more than 500 words and one A2 image."
Can you clarify what this means? We assume that this will be an A2-sized board which may be laid out with images and may include up to 500 words of text that addresses the "Humans and Nature" topic. Is this correct?
A: The A2 board is an opportunity for visual imagery and should be separate from the 500 words of text.
- 1.18 Q: How should the A2 board for Part 1 of the Design Philosophy be formatted? Should it include the name of the prime consultant and the names of the other members of the team?
A: The A2 board is an opportunity for visual imagery and should be separate from the 500 words of text.
Please ensure that the name of your lead consultant is clearly shown on the front of the A2 board.
- 1.19 Q: Are there any other forthcoming photos / drawings or maps of the high line area as described?
A: Please note this is not a design competition and no site-specific work is required at this stage. For this reason, beyond those shown on the website, no additional photos / drawings or maps are available at this stage of the competition. However, competitors are reminded that the Highline webpage has further background information about the project. <https://www.camdenhighline.com>. Also, please note that drone footage of the Highline route has been added to the competition webpage.

- 1.20 Q: To clarify that Part 3 of the Selection Questionnaire is to be filled in by the LEAD CONTRACTOR and can include information from the collective team? Hence the 3 contracts demonstrating relevant experience can be taken from the design team and not just limited to the lead contractor?
A: Part 3 needs to be completed by the lead contractor. However, question 6.1 explains that relevant experience and contract examples may be drawn from all members of the team: 'These contracts should address both the creative and the management capabilities of your team and therefore can refer to contracts undertaken by different members of the team.'
- 1.21 Q: The Camden Highline website makes a mention of previously undertaken technical work. Will this information only be made available at Stage 2?
A: Yes.
- 1.22 Q: In case of a consortium, do all the companies forming the consortium have to fill part 3 of the Standard Questionnaire (SQ)?
A: As it says in the introduction to the SQ: 'If you are bidding on behalf of a group (consortium) or you intend to use sub-contractors, you should complete all of the selection questions [in Part 3] on behalf of the consortium and/or any sub-contractors.'

2.0 QUESTIONS ABOUT THE TEAM REQUIREMENTS

- 2.01 Q: We see that the brief doesn't specify which disciplines should make up the team but wanted to check if we should consider including the role of Project Management or Quantity Surveyor/Cost Management- or if we are correct in assuming that these appointments will be made separately.
A: The client does not intend to make separate appointments for either project management or cost management services. It is the client's intention to nominate an individual as its representative. The winning team is expected to include cost management services.
- 2.02 Q: Do you have any consultants in place that will continue on the project such as Engineers and QS or do you want these to be part of our team?
A: There are no design team consultants in place that will continue on the project.
Please also see the response to Q2.01.
- 2.03 Q: Does the lead consultant have to be an architectural company?
A: No. As it says in the brief: 'It is expected that the creative leadership within the team will be founded in landscape design. However, the lead consultant, as identified in the Standard Questionnaire, may not necessarily be the landscape designer.'
- 2.04 Q: Can team members be added after Stage 1?
A: No, this is not permitted under OJEU rules.
- 2.05 Q: Are international firms eligible to participate on this project, assuming that personnel are capable of performing work in London?
A: Yes, this competition is open to organisations worldwide - as you say, provided they are within a team that is able to deliver a project of this nature in London.

- 2.06 Q: It is not clear if we are required to have a planning consultant or not as part of our team for Stage 1?
A: As it says in the brief: 'It is not a requirement for teams to include a planning consultant, however teams should have the expertise to be able to submit a successful Planning Application in collaboration with Camden.'
- 2.07 Q: Is it acceptable for the 'lead' to be the main contract holder and personnel from a partner firm be contracted as independent consultants in order to meet the requirements?
A: Yes, as it says in the brief: 'It is not the intention to specify how teams are structured, nor which skills are included in the team. However, the design team will require both gravitas and experience, alongside radical thinking and persuasive ideas. Teams are therefore encouraged to come together with both established and emerging organisations, with complementary skills.'
- 2.08 Q: Is it preferred that all sub-consultants reside locally within Britain, or are non-British consultants encouraged to apply?
A: This is an international competition open to organisations worldwide, provided they are within a team that is able to deliver a project of this nature in London.
- 2.09 Q: In the event our team wins the competition, will one firm be responsible for holding the contract with the client or is it planned that each member of the team will hold an individual contract with the client?
A: The client will be looking to contract with one organisation as the lead consultant.
- 2.10 Q: Can the lead consultant be formed by more than a company in consortium?
A: Consortium bids are acceptable, assuming that they are delivered through a single entity: the client will be looking to contract with one organisation as the lead consultant.
- 2.11 Q: The brief states that the winning team is expected to address landscape, placemaking, planning and contextual considerations, interventions to historic buildings, public safety and security, railway issues and inter-disciplinary design delivery? Does this refer to the inclusion of planning consultants and conservation architects, engineering and sustainability consultants?
A: The client has been careful not to stipulate how the team should be structured. As it says in the brief: 'The client is looking for a design-led team of diverse and complementary consultants that can collectively create and deliver a confident and forward-looking design for this project, one that reflects the ethos of the Highline and delivers a wonderful, new, public asset for London, open to and used by everyone.' However, it is worth noting the following sentence, also from the brief: 'While professional fundraisers are not required as part of the team, the team will need to demonstrate how it is able to contribute to the client's fund-raising efforts, alongside effective political and stakeholder engagement, to help bring the project to fruition. It is not a requirement for teams to include a planning consultant, however teams should have the expertise to be able to submit a successful Planning Application in collaboration with Camden.'
- 2.12 Q: Is the design team expected to undertake the management of the engagement/consultation process such as the booking of venues, sending out invites etc?
A: The client will expect the design team to lead on this but will provide some support.

- 2.13 Q: Will information on the social make-up of the communities to be consulted, be available so the engagement can be tailored accordingly?
A: As it says in the brief: ‘The Highline is a bottom-up project that has already captured the imagination of more than a thousand individual residents and business donors, who have been joined in their support by various statutory and grant funders. The client is determined that the Highline will be organically grown, drawing on the enthusiasm and support of the surrounding resident and business community that contributes to this extraordinary part of London.’ No further information is available at this stage of the competition, although the public census may give more detailed information if required. Please also refer to the response to Q4.12 below.

3.0 QUESTIONS ABOUT INSURANCE COVER

- 3.01 Q: If we are an American design firm and seeking to partner with a British design firm, is it acceptable for the British firm to function as the ‘lead’ and uphold all insurance requirements? Or must all entities submitting as a group (including sub-consultants), hold identical levels of insurance?
A: Yes it is acceptable. The client will be looking to contract with one organisation as the lead consultant. The lead consultant will need to commit to obtain PI insurance of £10m. Please note that the team member with the expertise described in Part 3, 8.1b of the SQ will be expected to obtain a similar level of PI insurance.
- 3.02 Q: The SQ questionnaire in Section 8 requires:
8.1 Insurance
a. Please self-certify that you already have, or can commit to obtain prior to the commencement of the contract, Professional Indemnity Insurance of £10 million.
Also, it is a legal requirement that all companies hold Employer’s (Compulsory) Liability Insurance of £5 million as a minimum
Can you clarify that the requirement for professional indemnity insurance of £10 million applies to:
1. All organisations within a multi-disciplinary group.
2. The lead organisation within a multi-disciplinary group and the CRM and CRE.
3. The CRM and CRE only.
A: The client will be looking to contract with one organisation as the lead consultant. The lead consultant will need to commit to obtain PI insurance of £10m. The team member with the expertise described in Part 3, 8.1b of the SQ will also be expected to obtain a similar level of PI insurance.
- 3.03 Q: While the Highline competition sounds very appealing, some of the PI requirements are too onerous.
The OJEU requirement for one of the team members with technical/engineering standards expertise to hold £10m PI insurance (for an estimated £35m project with a Stage 1 honorarium of £10,000) will put off smaller engineering firms. Plus if selected for Stage 2, the architects will have to self-certify that they already have, or can commit to obtain prior to the commencement of the contract, Professional Indemnity Insurance of £10 million. Isn’t that duplicating?
A: The lead consultant is required to carry £10m PI cover. The level of PI cover is stipulated by Network Rail. It has been set at this figure because the new park will interface with a live railway line and the technical, legislative, security and safety issues are enormous.
The level of PI cover that is required of the team member who is responsible for delivering the services outlined in Part 3 Item 8.1b of the SQ has also been set by Network Rail.

- 3.04 Q: Although requirement to hold the Employer's (Compulsory) Liability Insurance of £5 million as a minimum is not applicable to Sole Traders, perhaps this competition isn't as attractive to small practices.
A: The requirements for Employer's (Compulsory) Liability Insurance are set by law. Given the technical interface with the railway and the complexity of the project, it is likely that teams will include a mix of experienced organisations, smaller practices and individuals.
- 3.05 Q: Part 3 8.1a states 'Please self-certify that you already have, or can commit to obtain prior to the commencement of the contract, Professional Indemnity Insurance of £10 million Also, it is a legal requirement that all companies hold Employer's (Compulsory) Liability Insurance of £5 million as a minimum.' To clarify my question, is the PI Insurance £10 million and the Liability Insurance £5 million? I would have expected the insurances to be other way round (PI Insurance would be £5 million and the Liability Insurance would be £10 million).
A: The insurance levels specified in the SQ are correct. Please also see the response to Q3.03 above.

4.0 QUESTIONS ABOUT THE PROJECT

- 4.01 Q: What is the anticipated overall project budget, if any has been defined?
A: As it says in the brief: 'A business plan has been put in place supporting a total capital cost in the region of £35m; with three sections accounting for around £10m - £12m each.'
- 4.02 Q: Can you give us a breakdown of the £35 million costs so we can ensure that we can allocate budgets to consultants and avoid fee duplication in the team?
A: Please note that Stage 1 of this competition does not require you to submit fees. Unfortunately, it is not possible to give a breakdown of the project costs at this stage.
- 4.03 Q: Is it expected further engagement with stakeholders such as the Camden Council, Transport for London etc. than the traditional quest for permission?
A: Yes. Working with Network Rail, TfL and Camden Council will be vital to the project success, and engagement will continue throughout the design process. The Client will help to build these relationships.
- 4.04 Q: Is the role of the winning team to help defining the vision, the program? And afterwards developing a design solution?
A: Yes, all the above. The winning team will have a role in defining the vision with engagement from stakeholders, and then using that vision to deliver the design and planning application.
- 4.05 Q: The winners of the competition will be announced in February 2021, and there is a target to submit a planning application in 2022. What would be the programme for the winner to prepare Concept Design and submit the planning application? How many months?
A: The client's target programme allows 43 weeks from the appointment of the design team to their submission of the planning application. However, the shortlisted teams will be asked to draw up their own programme for delivery of the services.

- 4.06 Q: How much time will be allocated for community engagement and consultation once the winner is announced?
A: Please see the response to Q4.05 above.
- 4.07 Q: Who will be participating as stakeholders in the collaborative design process?
A: Camden Council, Network Rail, TfL, individuals and organisations who have donated to the project and the local community of residents and businesses will have an interest in the project. The client will work with the design team to prepare these engagement processes.
- 4.08 Q: Does the client anticipate that project funding will be wholly public or do they imagine other funding sources coming into play?
A: The exact makeup of the project funding is yet to be determined, but is likely to be a mixture of public funding, grants, and individual donations.
- 4.09 Q: What is the frequency of freight trains using the line and this likely to increase/decrease?
A: This information is not available at this stage of the competition.
- 4.10 Q: Can you provide network rails technical acceptance of the scheme?
A: This information is not available at this stage of the competition.
- 4.11 Q: Please can you indicate what discussion has taken place with transport for London?
A: This information is not available at this stage of the competition.
- 4.12 Q: The project is envisaged to be community based, involving considerable community engagement. Will this be focused on local communities in the vicinity of the project or involve wider engagement?
A: The focus of the engagement will be those who live or work in the area, though others who have donated to the project or expressed an interest in other ways will also be engaged.
- 4.13 Q: Have surveys been conducted of the 1.2km stretch or is this likely to be undertaken at the start of the commission?
A: Preliminary surveys have been undertaken to assess the viability of the project; these will be shared with the shortlisted teams. Further surveys will be undertaken by the winning team to be able to undertake the design & planning submission.
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