
THAMESMEAD WATERFRONT

STAGE 1: QUESTIONS AND ANSWERS v03

18 November 2020

THAMESMEAD WATERFRONT

CONTENTS

- 0.0 Updates to this document
- 1.0 Questions about the project
- 2.0 Questions about working on the project
- 3.0 Questions about the competition team members
- 4.0 Questions about the competition process

0.0 UPDATES

- 0.01 12.11.20: a response to Q3.22 has been added.
- 0.02 18.12.20: an additional query, Q4.10 has been added

1.0 QUESTIONS ABOUT THE PROJECT

- 1.01 Q: Can you provide any more detail on the level of design resolution that the Vision and Strategic Masterplan will achieve within 8 months?
A: Precise deliverables will be agreed on appointment. Please remember, as it says in the brief, that the vision and strategic masterplan need to: *'define the sort of place that will be created in this unique location'* and: *'clearly and unambiguously respond to the opportunities and challenges of the site. In developing both the vision and the strategic masterplan, the team will need to enable relevant ideas to flourish in response not only to the site's unique waterfront location, but also its viability challenges, social and environmental issues, digital and smart technology, town centre development, meanwhile activities, place-making and cultural curation, as well as ensuring that all activities contribute towards the Joint Venture's goal of achieving net zero carbon by 2030.'*
- 1.02 Q: According to publicity on the Thamesmead Now website the allocated quantum of housing for this Riverside site is 11,500 of the total 20,00 planned homes for the wider Thamesmead area. Can we assume this to be correct? Are there presumed allocations of areas for other uses on this site also?
A: The 11,500 figure for the Thamesmead Waterfront site reflects the outcome of high-level work undertaken previously. This figure is not a fixed allocation and is expected to be challenged and re-assessed through subsequent visioning and masterplanning work. Similarly, the spatial allocation of other uses across the site, such as commercial, cultural and green space, will need to be considered through the visioning and strategic masterplanning work.

- 1.03 Q: Is there any further site information available showing additional detail / the extents of:
- Levels
 - Flood risk
 - Trees
 - Waterways
 - Contaminated land
 - Unexploded ordnance
- A: Please remember this is not a design competition; this level of information is not available at this stage.
- 1.04 Q: Are the derelict / abandoned structures in the centre of the site locally listed? Are there any further details on locally listed structures?
- A: Please see the answer to Q1.03.
- 1.05 Q: What is the net developable area of the site (assuming the MOL and SINC are excluded?)
- A: Given the site's unique topography and natural features as well as planning designations, this is something that will be defined with the successful team through the visioning and masterplanning process.
- 1.06 Q: The document reference Thamesmead has the potential to offer up to 20,000 new homes. Is this specifically with the Thamesmead Waterfront site or does it relate to the wider Thamesmead / OAPF area?
- A: The 20,000 new homes figure reflects Peabody's broad aspiration for the whole of the Thamesmead area.
- 1.07 Q: Part of our proposal includes an approach to remediating the hazardous waste landfill site which we have been told is included within the metropolitan open land. To appropriately contextualise and integrate this approach we are seeking information on the exact location of this landfill, and any other sites of contamination. We would be incredibly thankful for any further information to help us make this important proposal viable.
- A: Please see the answer to Q1.03.
- 1.08 Q: Requested is a role in serving as a model and a catalyst for wider development in the South East – is this primarily to the Thames Estuary and High Growth Corridor? Are there other regional commitments the team should understand?
- A: Given the potential scale and regional significance of what could be achieved at Thamesmead Waterfront, the client's aspiration is for it to become a model and a catalyst for wider development not just across the Thames Estuary, but the region more broadly.
- 1.09 Q: Will you make available a resource list of past planning permissions/efforts at Thamesmead
- overall Thamesmead area and any within the competition site?
 - Recent applications by Peabody and by any Public Agencies?
 - Closure plans, timeline and details for the landfill sites?
- A: Please see the answer to Q1.03.

- 1.10 Q: Will you make available the original master plan for Thamesmead and any historic plans?
A: Please see the answer to Q1.03.
- 1.11 Q: Will you make available assessments of land character and quality – history of filling, of pollution, of edge construction, heritage designations, and original vegetation or landform which establish any clear prohibition to development?
A: Please see the answer to Q1.03.
- 1.12 Q: Will you make available the plans/details of projects linked to the balloting undertaken in recent years?
A: Please see the answer to Q1.03.

2.0 QUESTIONS ABOUT WORKING ON THE PROJECT

- 2.01 Q: The brief states that it is the Joint Venture's intention to appoint the winning team to "assist the Joint Venture in building the full design and consultant team required to further develop the vision and strategic masterplan into a comprehensive, overarching and deliverable masterplan", after completion of the vision and strategic masterplan. Could you please clarify whether the winning team will have the opportunity to be appointed as lead consultant in the further development of the masterplan, or if the winning team will be excluded from participation?
A: The JV will take a view on any future role for the winning team, once the strategic masterplanning work has been completed. This will be dependent on the strategic masterplanning outcome and securing the required infrastructure investment. Should any further appointment/s be required, the JV does not expect to exclude the winning team from the further development of the masterplan in any capacity.
- 2.02 Q: Will there be a conflict of interest for the winning team, and/or the individual practices which form it, to participate in projects in the future stages of the masterplan's development/realization?
A: Please see the answer to Q2.01.
- 2.03 Q: Will competition teams have the ability to continue in future roles such as detailed planning, design, and implementation? Are there any restrictions?
A: Please see the answer to Q2.01.
- 2.04 Q: Page 3 of the competition brief states: *"It is the Joint Venture's intention to appoint the winning team to collaboratively develop the vision and strategic masterplan for Thamesmead Waterfront, helping to define the sort of place that will be created in this unique location. Then, dependent on the strategic masterplanning outcome and securing the required infrastructure investment, to assist the Joint Venture in building the full design and consultant team required to further develop the vision and strategic masterplan into a comprehensive overarching and deliverable masterplan."*
Could you please provide more details on the envisaged contract between the JV and the winning team (eg. duration, level of involvement, etc.)?
A: No further detail is available as part of this open call for expressions of interest. More detailed information will be made available to the teams that are shortlisted to take part in Stage 2 of this competition.

- 2.05 Q: Visioning and strategic masterplanning expected in 8 month timeline: Will there be an ability to scope and approve research by others beyond the project timeline – during and as a result of the strategic master planning?
A: Additional information on programme and deliverables will be made available to the teams that are shortlisted to take part in Stage 2 of this competition. The detail will be discussed with them further at that stage.
- 2.06 Q: Will a description of anticipated products/deliverables to be completed within the 8 month timeframe be provided?
A: Please see the answer to Q2.04.
- 2.07 Q: Will a description of the community engagement/co-production arrangements that are in place and expected to be undertaken by Thamesmead Waterfront Joint Venture project team be provided?
A: Please see the answer to Q2.04.
- 2.08 Q: What is the anticipated process for including evolving large scale strategic infrastructure such as the potential Gallions Reach crossing and other TfL consultations?
A: As the brief states, the Thamesmead Waterfront Joint Venture is working with Transport for London and other stakeholders to progress the transport strategy for Thamesmead Waterfront as a priority. Whilst this is a separate workstream, the strategic masterplanning work will need to progress in cognisance of this. As detailed in the brief, flexibility and creativity in masterplan proposals will be critical in being able to respond to the evolving transport strategy and proposed interventions for the scheme, whilst a key consideration for the strategic masterplan will be how it supports the case for investment in transport infrastructure, including the business case for the DLR extension.

3.0 QUESTIONS ABOUT THE COMPETITION TEAM MEMBERS

- 3.01 Q: Can a landscape consultant participate with different masterplan & architectural teams for stage 1?
A: Any organisation can be involved in any number of competing teams but each organisation may only submit one competition entry as the lead consultant. 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.
- 3.02 Q: Newly formed ventures are encouraged - is there any restriction/preference on structure of these ventures, e.g. a prime firm and sub-consultants or consortium approach?
A: In responding to the requirements outlined within the brief, teams are free to structure themselves as they think most appropriate. The client will wish to contract with a single lead organisation, and it is worth remembering that it is specified in the brief that, in completing their submission, the lead organisation: *'warrants, represents and undertakes to the Joint Venture that it is of sound financial standing and has sufficient resources available to it to undertake this project'*. The structure of each shortlisted team will be addressed at Stage 2, in the conversation around delivery.
- 3.03 Q: Is it possible for a single organisation to provide specialist technical support to a number of participating teams?
A: Please see the answer to Q3.01.

- 3.04 Q: How will additional consultants be appointed (i.e structural & civil engineering / placemaking, biodiversity, heritage and planning consultant) or can these be included as part of the team submission?
A: Please refer to the core skills and the core tasks outlined in the brief. It is up to each team to propose how it would hope to deliver these tasks to the benefit of the project, and so offer skills and services accordingly.
- 3.05 Q: Can consultant team members (other than lead consultant) be part of multiple bids?
A: Please see the answer to Q3.01.
- 3.06 Q: To assist with the assembly of an appropriate team, what are the disciplinary skills required for this commission?
A: Please refer to the core skills and the core tasks outlined in the brief. It is up to each team to propose how it would hope to deliver these tasks to the benefit of the project.
- 3.07 Q: At this strategic stage, should a transport consultant be part of the team, or will the stations procurement cover this?
A: The JV has already appointed transport consultants.
- 3.08 Q: Can you confirm that the DLR business case support element won't come from the station's procurement, rather this commission?
A: Please see the answer to Q2.08.
- 3.09 Q: Does a consultant team need to be formed exclusively, or, can for example a subconsultant formed within a lead consultant's team participate in more than one bid? For example a landscape architect being approached by separate architects to take part in their respective bids?
A: Please see the answer to Q3.01.
- 3.10 Q: Upon reading the core skills required for the project team, we would like to clarify if our team would require a specific community consultation and engagement consultant to help facilitate engagement for this project, in addition to the team having exceptional communication skills, or would such consultants not be required noting that the Thamesmead Waterfront Joint Venture project team would lead on consultation. Please advise.
A: Please see the answer to Q3.06.
- 3.11 Q: Is it required to form a team of a plural number of various specialty or is just one qualified architect of a registered architecture practice with full competence allowed to participate for the competition?
A: Please see the answer to Q3.06. There are no requirements that relate to professional registration.
- 3.12 Q: Is there any number requirement for building a team?
A: Please see the answer to Q3.06.
- 3.13 Q: Are there any kinds of preference for the number of people in the team?
A: Please see the answer to Q3.06.

- 3.14 Q: Is it allowed to incorporate any design and engineer collaborators as members to the project afterwards? i.e Any relevant collaborators are added if the project is won.
A: The key players in the team need to be identified in the submission documents, in particular those who will be responsible for delivering the core services. It is recommended that any additional players that are integral to your team's approach are also identified.
- 3.15 Q: Will foreign registered architecture practice be able to make an expression of interest for the competition?
A: Yes
- 3.16 Q: In relation to the description of "The team's skill and expertise" in which its purpose is "to demonstrate the skills and expertise within the team, its diversity and the opportunities offered to smaller practices and those with local knowledge", is it required that we have one team already set and structured, which could comprise our internal team as well as the wider, local practices and organisations in Thamesmead, prior to the submission to Stage 1 Open Call on 25 November? Or could we identify these smaller, local practices that our internal team would like to collaborate with and the opportunities that could be offered to them, without having yet a formal agreement with them in our Stage 1 submission?
A: Please see the answer to Q3.14
- 3.17 Q: Page 10 of the competition brief states: *"Please note, the lead designer will be expected to fulfil all required, relevant obligations of Principal Designer (PD) under CDM 2015."* Please confirm that the lead designer may appoint and collaborate with another practice to fulfil the required, relevant obligation of Principal Designer.
A: Yes this approach is acceptable, subject to the practice having sufficient knowledge and skills to fulfil this role.
- 3.18 Q: May firms participate in more than one team?
A: Please see the answer to Q3.01.
- 3.19 Q: In the briefing document you outline a range of skills and disciplines required to complete the assignment. Can we propose a multi-disciplinary that encompasses these as well as other services and skills that we believe to be appropriate for this development?
A: Please see the answer to Q3.06.
- 3.20 Q: Are there any preferences, or requirements in what legal form a group of competitors should represent themselves (meaning - single office, consortium, joint venture other)?
A: Please see the answer to Q3.02.
- 3.21 Q: Are there any professional expertise requirements the bidding group should be equipped with?
A: Please see the answer to Q3.06.
- 3.21 Q: Should or should not, the bidding group have to provide proof of professional registration in the country (architecture chamber/ landscape planning chamber/ urban planning chamber) and does it requires a proof, from the United Kingdom?
A: Please see the answer to Q3.11.

- 3.22 Q: Will the client be making separate consultant appointments in parallel to this competitive process, eg. commercial agency, socio-economic impact? What skills does the client hold in-house?
A: The client will review the requirement for any separate consultant appointments following the conclusion of the competition. Please also see the answer to Q3.07.
- 3.23 Q: Could you please confirm what disciplines you would require to be on each team?
A: Please see the answer to Q3.06.
- 3.24 Q: Can students take part in this competition ?
A: This is an open competition and anyone / any team is free to enter, or join a team, bearing in mind the published judging criteria. There is no student category for this competition.
- 3.25 Q: I would like to know how to register for the student category competition
A: Please see the answer to Q3.24.

4.0 QUESTIONS ABOUT THE COMPETITION PROCESS

- 4.01 Q: Please provide further information on the judging / selection process operating in both stages - do the joint venture partners make the decisions or is there an independent selection panel / jury in each stage?
A: The Joint Venture partners will make the final decisions at both Stage 1 and Stage 2 of the process. The Joint Venture is considering the final composition of the Stage 2 selection panel, details will be announced. In addition, the Stage 2 mid-tender showcase/Q&A sessions will involve a range of stakeholders and their feedback will help to inform the final decision. Further information on the stakeholders that will be involved in Stage 2 will be included in the Stage 2 brief.
- 4.02 Q: In the competition brief (downloaded from the competition website) *Appendix A* is mentioned twice. Is this part of Lendlease's Global Minimum Requirements document? Half of this document is illegible due to its low resolution. Will you provide a readable version?
A: Appendix A is Lendlease's Global Minimum Requirements document. It is available in the side bar of the competition webpage. A readable version is now available.
- 4.03 Q: What is the scoring weighting between team and approach?
A: As it says in the brief: At this stage, competitors will be judged on their creativity, their approach to collaboration and their design leadership skills. Also, on their ability to communicate the value of design with clarity and passion. The panel will be looking to create a diverse shortlist, therefore weightings will not be applied to the judging criteria.
- 4.04 Q: Is Appendix A the separate sheet titled as Lendlease's Global Minimum Requirements or located in that sheet? If the latter is the case, please indicate where to find it.
A: Please see the answer to Q4.02.
- 4.05 Q: Will a budget or range be set for the fee proposals required as part of the Stage 2 submission?
A: No

4.06 Q: Page 15 of the competition brief states the following in regards to the stage two 'Design delivery' related deliverables: *"Meetings will be held with each team to understand what, if any, support will be required, to enable that team to design the project and ensure its deliverability, should it be appointed. Each team will then be expected to respond with a design-delivery report explaining how they would expect to deliver the agreed scope of work, illustrated by up to three relevant projects that the team or its members have completed that demonstrate how the team will work."* Could you please clarify the number of meetings and quantity of deliverables anticipated in relation to the aforementioned design-delivery report?

A: One meeting is anticipated at this stage. The anticipated deliverables are outlined in the competition brief. Further details will be made available to the shortlisted teams.

4.07 Q: What are the exact deliverables for stage 2?

A: Please see the answer to Q4.06.

4.08 Q: The question which concerns us and remains unclear is what is the competition budget? To be more specific, what is overall budget designated for competition prize, as well as what is the prize for the selected winning team?

A: There is no payment made to competitors that express an interest in Stage 1. As it says in the brief, each Stage 2 competitor will be offered an honorarium as a contribution to expenses, of £5,000 +VAT, payable on receipt of a compliant Stage 2 submission. It is the client's intention that the selected winning team will be awarded the contract as described in the brief.

4.09 Q: Are there any additional requirements relating to text size / fonts for the tender submission?

A: No

4.10 Q: On page 14 of the brief, you mention: *"Up to 10 competitors will be asked to attend a virtual meeting to introduce their team members to the Joint Venture and its external transport advisors before the final short list is selected. **The 10 shortlisted competitors will be asked to provide an outline fee structure at this stage (pro forma to be provided).** An agenda for these meetings will be issued to the selected competitors."*

Regarding this fee, can you provide us with a timeline or scope of works to take into account whilst calculating the fee? Also, according to the timeline you will have virtual meetings with the 10 shortlisted competitors on the w/c 07.12.20. My question is, when will you be announcing the 10 shortlisted firms? Will there be enough preparation time for this meeting and preparing the outline fee structure?

A: Outline fee structures are not required as part of the initial submission. Ten teams will be asked to attend a short meeting with the client and, whilst there will be minimal preparation required for the meeting itself, teams will be asked to provide information on their approach to fees. An agenda and briefing note (including a pro forma for fee information) will be issued to the ten teams as soon as they have been selected.