



**LONDON BOROUGH OF BRENT**

**MEMORANDUM OF INFORMATION**

**PRE-QUALIFICATION QUESTIONNAIRE**

**SITE 11B SOUTH KILBURN**

**October 2012**

## **OJEU Reference 337018-2012**

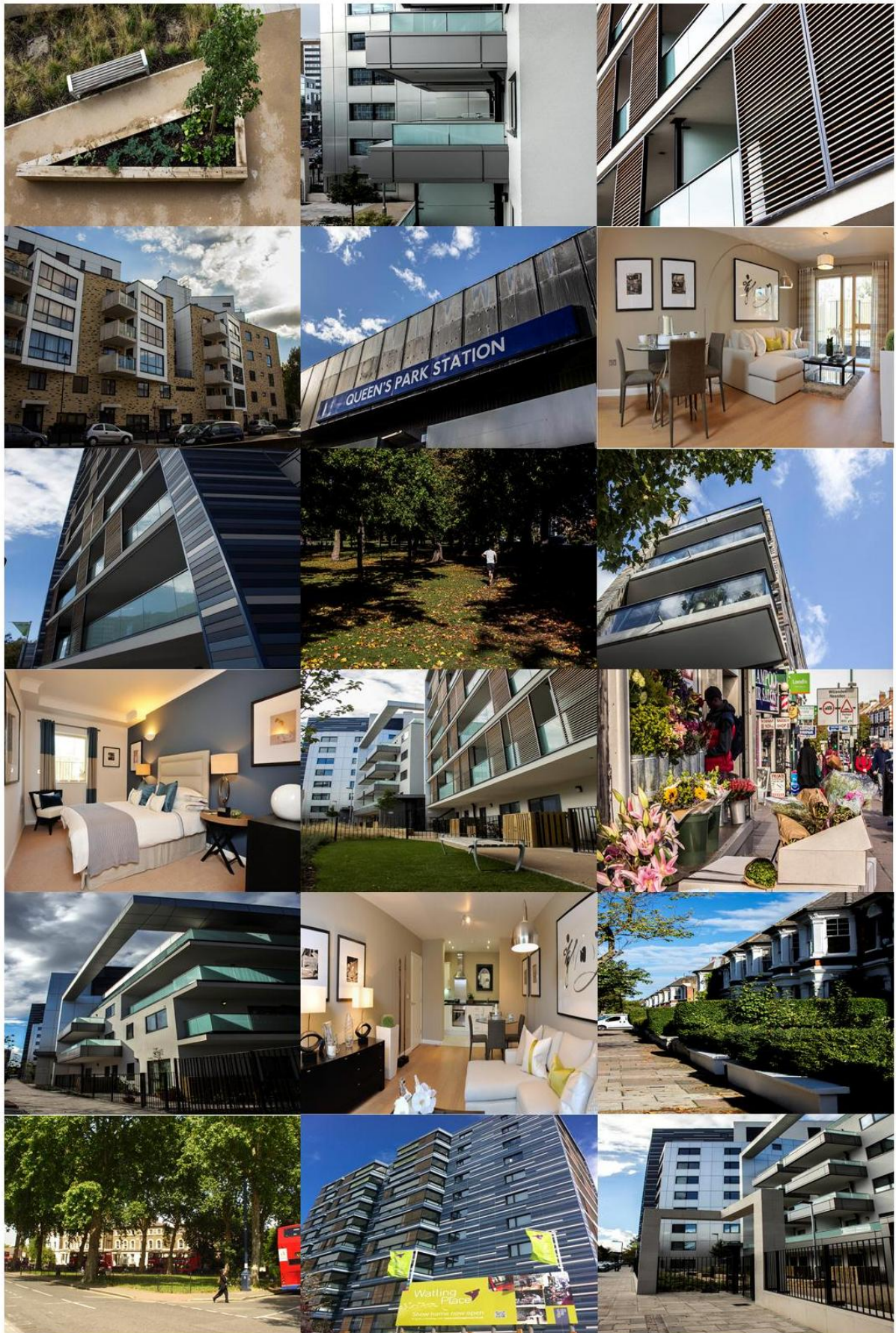
Thank you for submitting your initial expression of interest for the Site 11b development project. You are now invited to submit your response to this Pre-Qualification Questionnaire (PQQ).

This document sets out information about the site, additional details of the development opportunity and includes the Pre-Qualification Questionnaire to be completed at Appendix 11. The PQQ includes four site specific questions, to which we encourage responses in the form of a separate bound document.

Relevant CVs may also be included where appropriate. Please do not provide general company information unless you consider it to be essential to your submission.

The brief is split into two sections. The first provides some site details and background information; the second presents information on the scheme objectives and the site specific questions.

*The development at Site 11b will represent a key gateway to South Kilburn. Families, commuters, business owners and investors pass by the site every day by car, on foot and on the underground and mainline trains; Site 11b will be a development that makes them take notice. It will be synonymous with the outstanding quality that Brent Council expects for South Kilburn. The quality of the development will draw affluence from Queen's Park and Salusbury Road over the railway bridge to South Kilburn, whilst providing a place that residents of South Kilburn feel is their own.*



\*images provided by Joanna Steele: <http://www.joannasteale.blogspot.com/>



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## **Section A: Site Details and Background Information**

### **1. The Site**

Site Address: Site 11b  
1-5 Albert Road  
South Kilburn  
London  
NW6 5DT

### **2. Site Location**

Site 11b is located in the south of the London Borough of Brent and the entire site, as identified on the red line site plan at Appendix 1, is in the ownership of the Brent Council. The site sits within the South Kilburn Masterplan Area. Further information on the South Kilburn Masterplan can be found in Sections 3 and 4 of this document.

Site 11b is located towards the north east of the junction between Albert Road and Salusbury Road, towards the western corner of the South Kilburn Masterplan Area. It is within the identified urban quarter of the South Kilburn Masterplan Supplementary Planning Document.

The South Kilburn Masterplan Area benefits from an excellent location surrounded by the affluent and attractive areas of Queen's Park, Maida Vale and Warwick Avenue. It is also exceptionally well connected, with regular Bakerloo Line services from Queen's Park and Kilburn Park stations (both within Zone 2), as well as direct services to Euston on the London Overground from Queen's Park station.

No site within South Kilburn benefits more from this than Site 11b, which is two minutes walk from Queen's Park Station, ten minutes walk to Kilburn Park Station and less than 15 minutes walk to Brondesbury Park, on the London Overground North London Line. The area to the west of the site is also served by the no. 6, no. 36, no. 187, no. 206 and no. 316 bus services. For this reason the site has a Public Transport Accessibility Level (PTAL) score of between 5 and 6a, indicating excellent accessibility. In addition, all the shops, facilities and amenities of Salusbury Road and Queen's Park are within a five minute walk of Site 11b.

The site is considered to be in a highly sustainable location with access to shops, services and serviced by a range of non-car modes of transport.

### **3. The South Kilburn Masterplan SPD**

South Kilburn sits within the South Kilburn Masterplan Area. The South Kilburn Masterplan proposes the removal of many of the existing tower blocks and replaces them with 2,400 high quality medium rise flats with generous space standards, of which approximately 1,500 will be made available to existing South Kilburn residents. Underpinning the transformation of South Kilburn is Brent's vision to reconnect the area to its surrounding neighbourhoods, by providing a range of high quality, mixed tenure homes. These new properties will be

designed so as to reconnect the structure and layout of South Kilburn with the surrounding areas, bringing back conventional street layouts and giving homes a connection with the streetscape, helping to bring back a sense of community and connectivity between the different parts and people of South Kilburn.

Alongside the redevelopment of housing across the neighbourhood, the Council will also deliver:

- A new larger park on the site where Kilburn Park Junior school currently sits, with the possible re-provision, expansion and consolidation of the Kilburn Park Junior School and Carlton Vale Junior School;
- New health facilities, in the form of a South Kilburn Healthy Living Centre, providing integrated services to cover a range of health needs; and
- Improvements to the public realm and the environment, including the South Kilburn Neighbourhood Heating System, which all new properties will connect into, providing cleaner and cheaper heating to residents.

Brent Council is the master developer in South Kilburn. The Council is committed to transforming the area and is willing to take direct responsibility for delivery. A bespoke funding and delivery model has been established which ensures that Brent's absolute commitment to housing quality is not compromised. The Masterplan Area has been parcelled up into a series of smaller, less risky development sites. In order to ensure that quality is not comprised at any point, the Council has thus far undertaken design to RIBA Stage D+, secured planning permission, cleaned up the title and secured vacant possession of the sites that have been delivered. These de-risked sites have then been disposed of through the use of the bespoke South Kilburn Developer Framework, as outlined in Section 4. The land receipts have then been recycled back into the Regeneration Programme.

However, Site 11b will see a departure from this approach, and instead the Council has secured outline planning permission, and will be disposing of the site through an OJEU process, rather than the South Kilburn Developer Framework. The Council expects the exceptional design quality standards set by the earlier developments in South Kilburn to be exceeded for Site 11b, particularly given its location at the gateway between South Kilburn and Queen's Park.

#### **4. Masterplan Delivery**

South Kilburn is changing. Phase 1a of the regeneration will deliver 360 homes. 229 are complete, of which 181 have been occupied by South Kilburn households. The remaining 131 will be completed by December 2012. Phase 1b, which includes Lifschutz Davidson Sandilands' award winning design, commenced in July 2012, delivering 208 homes by 2015. 121 will be affordable and available to South Kilburn households. Planning permission has been recently been secured for 336 homes as part of Phase 2a. 142 will be affordable and available to South Kilburn households.

The phasing plan for the South Kilburn Regeneration Programme is attached at Appendix 2.

In order to provide flexibility to ensure in so far as possible, the housing regeneration schemes are viable and deliverable, the Council established the **South Kilburn Developer Framework**. The following developer partners are appointed to the South Kilburn Developer Framework:

- Network Housing Group
- London and Quadrant
- Mulalley One Housing Group
- Catalyst Housing Group
- Ardmore First Base and Affinity Sutton
- Genesis Housing Group

## **5. Design Quality**

The Council is committed to delivering exemplar, high quality developments in South Kilburn. The majority of the current housing stock is low quality public housing, which is poorly configured and set within an uninviting public realm. The Regeneration Programme aims to transform the area into a place which is home to high quality housing, set out to mirror the surrounding Victorian terrace street patterning, connecting buildings and communities to each other, in an attractive, safe and healthy environment. The aspiration is to create a place and community that flourishes and stands the test of time.

Brent Council does not just expect *good quality* for South Kilburn. The expectation is for exemplar, award winning high quality developments. By securing planning permission Brent has to date, taken control of the design process.

Through employing first class architects, Brent is transforming the neighbourhood with award winning designs. Our design for the Cambridge and Wells site won the **National New Homes Design Award for 2011**. The architectural practices previously employed to work on developments in South Kilburn include:

- **Lifschutz Davidson Sandilands;**
- **Rick Mather Architects;**
- **Alison Brookes;**
- **PRP;** and, on Site 11b,
- **MaccleanorLavington.**

Examples of the quality of development that has taken place at South Kilburn so far can be found at Appendix 3. These set a benchmark for the quality of future development in South Kilburn.

## **6. Site Description**

The site has an area of approximately 1.7 acres, or 0.69 hectares.

The development site is currently comprised of two adjoining sites, the former British Legion West Kilburn Branch at 1 Albert Road, and the Albert Road Day Care Centre at 5 Albert



Road.

The British Legion site, located on the north-eastern corner of the junction between Albert Road and Salusbury Road, is occupied by a single storey social club building with associated car-parking and amenity areas.

Adjoining the British Legion towards the east is the Albert Road Day Care Centre site. This site is occupied by the single-storey day care centre building. Towards the east of the building is an associated car-parking area. Towards the west of the building is a tarmacked games court and an amenity area.

## **7. Adjacent Sites**

Located directly to the east of the site is the recently completed four to eleven storey development of Watling Place, comprising Swift and George House. This 153 unit, mixed tenure development was completed by London and Quadrant in Spring 2012.

Towards the south lies William Dunbar House and the Albert Road Community Resource Centre, a 14 storey residential tower block with an adjoining single storey office/community use building. Also to the south of the site, is Thames Court, a redeveloped 5 storey residential block.

Towards the south east lies Bond House a 4 storey residential block. Planning permission has been obtained for a new 5-6 storey residential development on this site, which is part of a wider Catalyst scheme for Bond House, Wood House, and Hicks Bolton House and Denmark Road. Works have commenced on site, and the development will be completed by 2014. The redevelopment of the Wood House will incorporate the provision of a new high quality public open space. The planning application for this site can be found at: <https://forms.brent.gov.uk/servlet/ep.ext?extId=101150&reference=109129&st=PL>.

Finally, towards the west, lies the Queen's Park Station Area including a car-park, Cullen House (a 3-storey residential block) and the Falcon Public House. A planning application has been approved for the redevelopment of the site to provide a new 4-9 storey mixed use gateway development on the site. Development of this site will be subject to a separate procurement exercise, following on from the Council's on-going pre-disposal discussions with various statutory undertakers. The planning application for this site can be found at: <https://forms.brent.gov.uk/servlet/ep.ext?extId=101150&reference=107472&st=PL>.

## **8. Adjacent Infrastructure**

The following key infrastructure is adjacent to Site 11b:

### Network Rail

The site is bounded to the north by the West Coast Main Line (WCML). The western perimeter of the site abuts Salusbury Road, which bridges the WCML directly to the north west of the site. The proximity of Network Rail infrastructure requires that Network Rail

building guidance is followed throughout the development of this site, and Network Rail's Basic Asset Protection Agreement (BAPA) will need to be entered into. The plans for the Network Rail infrastructure are provided at Appendix 4. Full details of the process and requirements required by Network Rail will be provided at ITT stage.

Brent Council has undertaken exploratory work, in the form of ground and foundation investigations, to establish that the development proposed in the outline planning permission has no adverse affect on the adjacent Network Rail infrastructure; namely the Salusbury Road bridge. The report of these ground and foundation investigations will be provided at ITT stage.

### Highways

The site is bounded to the south by Albert Road and to the west by Salusbury Road (B413). The junction between these two roads is at the south west corner of the site.

Salusbury Road is a busy route, which leads onto Carlton Vale, and forms a thoroughfare from the A407 at Willesden Green, to the A5 at Maida Vale. Salusbury Road is an adopted road, and therefore is owned and managed by Brent Council.

Albert Road forms the main vehicular and pedestrian gateway to the residential northern section of South Kilburn. Albert Road is also an adopted road, and is owned and managed by Brent Council.

## **9. Buildings on Site**

In addition to the former British Legion West Kilburn Branch and the Albert Road Day Care Centre buildings, the following structures are located on Site 11b:

### Telecommunications Mast

A Telefonica (formally O2) telecommunications mast is currently located on site. Brent Council are currently negotiating the relocation of the mast with Telefonica. It is intended that the mast will be relocated prior to disposal. Further details on the relocation strategy and associated programme will be provided at ITT Stage.

### UK Power Networks Substation

The British Legion site, at 1A Albert Road, currently has an 11kV electrical substation located on its southern boundary. UK Power Networks have advised that this substation will need to be relocated, and reprovided as a double substation, due to the increased supply that will be required as a result of the development of Site 11b. The outline planning application secured allows for the reprovion of a double substation as identified at Appendix 5.

The Council has negotiated a relocation strategy for the substation with UK Power Networks, which involves the potential options of:

- 1) Temporarily moving the substation to a different location on site, then constructing a new station after completion of the development; or
- 2) Protecting the substation in its current location during construction, then constructing a new station after completion of the development; or
- 3) Constructing the new substation at its planned location within the new development prior to commencement of building works, and then protecting it at that location throughout the build phase.

Further information will be provided to shortlisted bidders during at ITT Stage.

### Meanwhile Use

A meanwhile use project, known as 'The Albert', is currently taking place on Site 11b. Brent Council has funded and commissioned this use to activate and secure the site, as an attractive alternative to hoarding the site.

The project is being managed by What If: Projects Ltd. They occupy the site through a Tenancy At Will which runs until 30<sup>th</sup> June 2013. However, the Council is able to terminate the tenancy, with one week's notice, from 30<sup>th</sup> March 2013, if required.

The Albert involves creative community projects based around the theme of health and wellbeing. These projects will encourage local residents to get involved in new experiences around health, cooking, socialising and dance. The location of The Albert at the gateway to South Kilburn is also helping to change the perception of the site, and of surrounding neighbourhood. The project aims to overcome the physical barrier of the railway line and connect residents from Queen's Park and Salusbury Road with residents from South Kilburn.

The Albert will build upon the success of South Kilburn Studio's (<http://southkilburnstudios.org>) and be home to a large number of creative residencies, both from the local area and across London. Many of The Albert's tenants have been pushed out of established creative areas such as Hackney Wick and Shoreditch by the high rents and competition for studio place. Drawing these ambitious and creative individuals to South Kilburn is giving the area real buzz, and making it a place that people want to be. Further information on The Albert is available at: [www.thealbert.org.uk](http://www.thealbert.org.uk).

## **10. Conservation Area**

The site does not fall within a conservation area, though it is bordered by part of the Kilburn Conservation Area to the east and the Queen's Park Conservation Area to the west of Salusbury Road.

## **11. Trees**

There are currently a number of trees on the site of varying species, size and condition. None of these trees are currently protected by Tree Preservation Orders. Due to their relatively poor condition and random distribution across the site, the existing trees can be removed from site in order to facilitate development, subject to an adequate replacement

number of trees being provided as part of future development.

## 12. Ground Conditions/Topography

A Geotechnical and Geoenvironmental Report for Site 11b has been undertaken, and in summary, yielded, insofar as relevant, the following results:

Feature	Description
<b>Physical Characteristics</b>	
Ground levels	Ground levels at the site range from around 32mAOD to 35mAOD.
Depressions in the ground surface	None observed
Waterlogged or marshy ground	None observed
Surface water	There are no streams or drainage ditches on or adjacent to the site
Basements on site	No evidence of existing or infilled basements was observed, however historically a number of Victorian terraces were present along the southern boundary with Albert Road and therefore the presence of infilled basements should be anticipated.
Retaining walls and adjacent buildings on or close to the site boundary	There is a retaining wall along the northern boundary to the site adjacent to the railway
Made ground, earthworks or quarrying	There is a cut slope, approximately 4m high, in the northern part of the site, adjacent to the railway
Potentially unstable slopes on or close to site	None observed. However, there is a railway adjacent to the northern boundary that is bound by a retaining wall. There is a potential for instability should building work go on in the near vicinity of the retaining wall
Buried services present	There are a number of manhole covers on site, As well as buried services, the geophysical survey also identified a number of buried obstructions at the western end of Zone 11B
<b>Environmental characteristics</b>	
Tank storage and dispensing facilities	None observed
Potentially hazardous materials storage and use	None observed
Asbestos-containing materials	No obvious asbestos construction materials were observed but a detailed survey of the buildings would be required to confirm the presence or otherwise of asbestos containing materials
Waste storage	There are a number of waste bins located adjacent to the day care centre and the British Legion
Electricity sub-stations	There is an existing electrical substation on site adjacent to British Legion, there is also another substation located less than 10m east of the site.
Evidence of possible land contamination on site	None observed
Potential off-site sources of ground contamination	There is an electrical substation located a few metres east of the site.

The full report will be provided at ITT stage.

A full topographical survey will also be made available at ITT stage.

### 13. Planning

The London Borough of Brent is the Local Planning and Highway Authority.

Brent Council's South Kilburn Regeneration Team has secured an outline planning permission for Site 11b with all matters reserved.

The outline permission was granted for the '*demolition of existing structures on site and erection of new mixed use development comprising of 144 residential units and 480m<sup>2</sup> of commercial floorspace (Use Class A1/A3/A4)*' at this site on 4<sup>th</sup> September 2012. The full submission can be found at:

<https://forms.brent.gov.uk/servlet/ep.ext?extId=101150&reference=108244&st=pl>.

#### National Planning Policy Framework (NPPF)

The NPPF sets out that until 27th March 2013 full weight can still be given to local development plan policies, even where there is limited degree of conflict with the NPPF, provided that the policies were adopted under the provisions of the Planning and Compulsory Purchase Act 2004. In Brent this applies to the relevant policies in the Local Development Framework Core Strategy and the London Plan 2011. The Council have reviewed the policies contained in the LDF Core Strategy and consider that these are already in general accordance with the NPPF. As such, the Council do not envisage any imminent amendments to the current content of the Core Strategy.

#### Regional Planning Policy

Any future planning application submitted for Site 11b will need to comply with the London Plan (2011), as amended. The policies contained therein, which are likely to be relevant, are:

- 2.14: Areas for regeneration
- 3.3: Increasing London's supply of housing
- 3.4: Optimising Housing Potential
- 3.5: Quality and design of housing developments
- 3.6: Children and young peoples play and informal recreation facilities
- 3.7: Large residential developments
- 3.8: Housing choice
- 3.12: Negotiating affordable housing on individual private residential and mixed use schemes
- 3.13: Affordable Housing Thresholds
- 3.14: Existing Housing
- 5.2: Minimising carbon dioxide emissions
- 5.3: Sustainable design and construction
- 5.5: Decentralised energy networks
- 5.6: Decentralised energy in development proposals
- 5.9: Overheating and cooling



- 5.10: Urban greening
- 5.11: Green Roofs and development site environs
- 5.12: Flood risk management
- 5.13: Sustainable drainage
- 5.15: Water use and supplies
- 6.3: Assessing effects of development on transport capacity
- 6.9: Cycling
- 6.10: Walking

Additional Supplementary Planning Guidance (SPG) notes published by the Mayor of London, which may also be relevant, include:

- SPG: Providing for Children and Young People's Play and Informal Recreation, 2008
- SPG: Sustainable Design and Construction, 2006
- SPG: Housing 2004
- SPG: Accessible London: Achieving an Inclusive Environment, 2004
- SPG: The Mayor's Energy Strategy: Green light to green power, 2004
- Draft SPG: The Mayor of London Housing Design Guide, 2009
- SPG: Design Guide for New Development
- SPG: Sustainable Design, Construction and Pollution Control

#### Local Development Plan:

The Local Development Plan Core Strategy policies likely to be relevant include:

- CP1: Spatial Development Strategy
- CP2: Population and Housing Growth
- CP5: Placemaking
- CP6: Design & Density in Place Shaping
- CP9: South Kilburn Growth Area
- CP14: Public Transport Improvements
- CP15: Infrastructure to Support Development
- CP18: Protection and Enhancement of Open Space, Sports and Biodiversity
- CP19: Brent Strategic Climate Mitigation and Adaptation Measures
- CP21: A Balanced Housing Stock
- SPD: Planning Obligations

#### Brent UDP, 2004:

The following UDP policies likely to be relevant include:

- BE1: Urban Design Statements
- BE2: Townscape: Local Context and Character
- BE3: Urban Structure: Space & Movement
- BE4: Access for Disabled People
- BE5: Urban Clarity and Safety
- BE6: Public Realm: Landscape Design
- BE7: Public Realm: Streetscape

- BE9: Architectural Quality
- BE13: Areas of Low Townscape Quality
- H7: Major Estate Regeneration Areas
- H9: Dwelling Mix
- H12: Residential Quality - Layout Considerations
- H13: Residential Density
- TRN3: Environmental Impact of Traffic
- TRN10: Walkable Environments
- TRN23: Parking Standards – Residential Developments
- TRN35: Transport Access For Disabled People & Others With Mobility Difficulties
- PS14: Parking Standard – Residential Development (Use Class C3)
- PS15: Standard for Wide Bay Parking
- PS16: Cycle Parking standards

Please note that the policies listed are not definitive.

Further details of the Reserved Matters application will be issues to shortlisted bidders at ITT stage.

#### **14. Affordable Housing**

A fundamental principle of the South Kilburn Regeneration Programme is that all tenants who wish to remain in South Kilburn have the opportunity to do so. All new affordable homes delivered in the area are therefore made available to South Kilburn households.

28 affordable units will be delivered within the Site 11b development. All of these affordable units will form part of the South Kilburn Decant Programme. The Council will secure nomination rights on the affordable units and they will be allocated to residents currently residing within blocks earmarked for redevelopment within the next phase of the South Kilburn Regeneration Programme.

Brent Council stipulates that all affordable units provided within the South Kilburn Masterplan Area are:

- 1) Subject to South Kilburn Tenancies, as attached at Appendix 6;
- 2) Subject to Brent Council's Target Rents (equivalent to HCA Target Rents), as attached at Appendix 7; and
- 3) Subject to Brent Council retaining 15 years' nomination rights from completion of the units, as attached at Appendix 8.

The affordable housing requirements will be stipulated within the Development Agreement.

Brent Council's Target Rents are equivalent to HCA Target Rents. Further details are provided at Appendix 7.

The appointed delivery partner will (if required) need to partner with a Registered Provider who will accord with the terms and conditions set out above. Potential delivery partners are encouraged to partner with a Registered Provider on the South Kilburn Developer Framework who have already confirmed their commitment to delivering affordable homes in South Kilburn in accordance with the conditions set out above.

All parties who complete this Pre-Qualification Questionnaire will be expected to provide evidence of their intention to partner with a Registered Provider (if required) that is willing and capable of providing affordable units according to the above conditions.

#### **15. Section 106 and Community Infrastructure Levy (CIL)**

The outline planning permission was approved prior to the adoption of any borough CIL and therefore even if CIL is subsequently introduced in the Borough, even before reserved matters are agreed, the development would not be liable to pay any local CIL. However, the development will be liable for Mayoral CIL which is set at £35psqm in the London Borough of Brent. The Mayoral CIL liability for the development will be calculated by the Local Planning Authority on approval of the final reserved matter and will be due within 60 days of the commencement of the development or in accordance with any instalment policy that exists at that time.

The development will also be subject to the Council's Section 106 planning obligations. Details of this are provided at Appendix 9.

## Section B: Project Overview

### 16. Project Objectives

Brent Council is looking to select a delivery partner to redevelop Site 11b. The selected delivery partner will be responsible for the demolition of existing structures on site and erection of new mixed use development comprising of 144 residential units, 28 of which are affordable units, and 480m<sup>2</sup> of commercial floorspace (Use Class A1/A3/A4).

Site 11b forms a vital part of the overall South Kilburn Regeneration Programme, and as such the project objectives set out below are imperative to the continued successful delivery of the regeneration of South Kilburn.

#### 1) Financing the South Kilburn Regeneration Programme

As well as promoting a high quality gateway to South Kilburn, there is a financial impetus for the Council to recycle the capital receipt secured through the disposal of Site 11b back into the Regeneration Programme. The cash injection will ensure the next phase of the South Kilburn Regeneration programme can be delivered.

The Council will be seeking the most economically advantageous tender for the disposal of Site 11b maximising the land value secured for the site.

#### 2) Facilitating the South Kilburn Regeneration Programme Decant Strategy

The development at Site 11b will provide additional decant capacity, of 28 affordable units, which will be made available for residents being rehoused as part of the Regeneration Programme. As set out above in Section 14, all of the affordable units need to be provided on South Kilburn Tenancies at Brent Council's Target Rent. Brent Council will also retain 15 year nomination rights on the affordable units from completion.

The timescale, set by the Regeneration Programme, for the delivery of these affordable units, is November 2016. In order to ensure the delivery of these affordable units, at South Kilburn Tenancies and Brent Council's Target Rents, with 15 year nomination rights, the selected delivery partner will be expected (if required) to enter into partnership with a Registered Provider who will accord with these project specific terms and conditions.

#### 3) Delivering an exemplar quality development

The Council's expectation is for Site 11b to be an exemplar, award winning, high quality development, building on the excellent quality that has become the benchmark for redevelopment in South Kilburn, as outlined in section 5 and illustrated at Appendix 3.

A Design Code will be issued at ITT stage, which will allow the Council to assess the quality of the proposed scheme.

#### 4) Delivering 116 market homes

Site 11b will provide 116 new market homes in South Kilburn by November 2016. Brent Council would encourage the delivery partner to seek the sale of private residential units to owner occupiers, to ensure the creation of a sustainable, mixed and successful community.

##### **Key Principles:**

- Brent Council will be responsible for securing vacant possession of the site to include the removal of the telephone mast
- Brent Council will dispose of the site with outline planning permission for 144 residential units, 28 of which are affordable units, and 480m<sup>2</sup> of commercial floorspace (Use Class A1/A3/A4) (granted on 4<sup>th</sup> September 2012)
- The delivery partner will be required to submit and secure approval for an application for reserved matters and satisfy all other planning conditions
- The delivery partner will be required to demolish the existing structures on site and build out the development to the highest quality
- The delivery partner will be required to ensure the delivery of 28 affordable homes at Brent Council's Target Rents, with South Kilburn Tenancies, and affording Brent Council 15 years' nomination rights
- Brent Council aspires to the affordable units being completed and ready for occupation by November 2016
- The delivery partner will be required to secure a retail partner to occupy the commercial unit within the development that is in keeping with the high quality retail offer on Salusbury Road
- The delivery partner is expected to work in partnership with Brent Council to deliver the redevelopment of Site 11b

#### **17. Role of the Delivery Partner**

The delivery partner is expected to:

- Agree the content of the application for reserved matters with Brent Council's South Kilburn Regeneration Team
- Obtain approval for all reserved matters and resolve/satisfy all other planning conditions in accordance with the outline planning permission secured by Brent Council's South Kilburn Regeneration Team
- Bear all costs associated with the scheme design and securing reserve matters approval



- Be responsible for and bear all costs associated with fulfilling Network Rail's requirements. Obtain all necessary permission with regards to working adjacent to the Network Rail infrastructure
- Bear all costs associated with the relocation of the electricity substation in line with UK Power Networks' guidance and meet all requirements thereof
- Bear all costs associated with the demolition of the existing building on site, carrying out site preparations and any enabling works required
- Build out and develop the site to the highest quality, as outlined in Section 5, having regard to the surrounding area
- Deliver an innovative way to minimise energy use across the site ensuring ability to connect into the planned South Kilburn Neighbourhood Heating System (combined heat and power)
- Deliver the 28 affordable units by November 2016 in line with the South Kilburn Regeneration Programme timetable
- Partner, if required, with a Registered Provider who will deliver the 28 affordable units on South Kilburn Tenancies at Brent Council's Target Rent (equivalent to the HCA Target Rent) and with 15 year nomination rights
- Comprehensively engage the local community and key stakeholders at all stages of the project from early community involvement through to decanting residents into their new homes
- Take full responsibility for leading all stages of the redevelopment whilst working closely with Brent Council
- Take full responsibility for managing and maintaining the open space and public realm contained within the development
- Take full responsibility for branding, marketing and sale of the residential units with a focus on owner occupation
- Take full responsibility for letting of retail units, and partnering with a retail partner who reflects the overall exemplar quality of the scheme
- Promote the use of the long-term unemployed, apprenticeships and supply chain initiatives in accordance with Brent Council's requirements

## **18. Form of Agreement**

The agreement will take the form of a Development Agreement under which the Developer will be obliged to carry out the development in accordance with the Council's requirements. The Development Agreement will provide for the grant of a 250 year lease of the site to the Developer. The selected developer will be required to take full planning cost and full sales risk for delivery of the scheme.

A draft Heads of Terms of the Development Agreement is available to bidders and is attached at Appendix 10. The Development Agreement will be available to bidders at the ITT stage.

## **19. Structure of the Offer**

The Council will be inviting financial proposals on the following basis:

- 1) the payment of a £60,000 non-refundable sum due on exchange of the Development Agreement; and
- 2) The payment of the Purchase Price will be as follows:
  - a) a deposit of 10% of the Purchase Price due on exchange
  - b) the 90% balance of the Purchase Price due on grant of the Lease

The Development Agreement will include planning and residential sales overage mechanisms. The sales overage mechanism will require any residential sales proceeds which exceed a pre-determined threshold will be shared equally between the Council and the Developer. Shortlisted Bidders will be invited to propose an overage threshold at the ITT stage.

## **20. Title**

A full title report will be made available at ITT stage.

## **21. Public Funding**

It should be assumed that there is no public funding available to support the redevelopment of Site 11b.

## **22. Indicative Timetable for Development**

Brent Council aspires to have the affordable homes complete and ready for occupation by November 2016. It is anticipated the following key project milestones will need to be achieved by the delivery partner:

Exchange Development Agreement:	30 <sup>th</sup> April 2013
Submit Reserved Matters Planning Application:	30 <sup>th</sup> October 2013
Affordable units complete:	November 2016

## **23. Site Specific Questions**

The Pre-Qualification Questionnaire is attached to this document at Appendix 11. Tenderers are asked to complete all sections and to refer to the document checklist at the end of the Questionnaire to ensure all necessary supporting evidence has been attached. The site specific questions, found at Section M and N of the Questionnaire, are noted below:

### **M1) Mandatory Compliance Question**

Shortlisted bidders will be required to enter into a contract based on the draft Heads of Terms set out at Appendix 10. We strongly recommend that prior to submitting response to the PQQ each bidder reviews this section. Please confirm that you have reviewed the draft Heads of Terms set out at Appendix 10.

### **N1) Corporate Vision**

Please provide details of your organisation's corporate vision or mission statement and set out how your corporate values support the delivery of high quality homes and help create places people aspire to live

### **N2) Design Quality**

- a) Please provide recent examples of your organisation's experience of delivering high quality, mixed used residential developments within an urban context, which contain an element of affordable housing.
- b) Please provide details of the architectural practice - including details of their available resources - that will be responsible for developing the detailed design for approval of Reserved Matters for Site 11b and overseeing design development through to completion of the works. Please also include three examples of mixed use residential developments that the named architectural practice has completed including relevant examples of:
  - Developments which have received awards
  - Development of extremely high quality
  - Developments on constrained urban sites
  - Developments within an urban regeneration context
  - Developments which incorporate high quality affordable homes
  - Developments which are next to railway lines

**N3) Partnership Working**

Please provide a statement outlining your organisation's previous experience of working successfully in partnership with public bodies and residents in delivering high quality, mixed used development, on time, to budget and to the satisfaction of the end user.

Please provide illustrations if available

**N4) Added Value**

Please provide examples of where your organisation has incorporated innovation and added value in order to improve the viability and deliverability its projects, with relation to:

- a) The construction process
- b) Community initiatives
- c) Employment initiatives
- d) Any other aspect of the project

**N5) References**

Please list up to three contracts that you are currently working on or have worked on in the last five years delivering residential development for the purposes of obtaining references. The Council may approach these references on receipt of your submission.

**24. Evaluation Criteria & Submission**

Please submit two (2) electronic copies, in Microsoft Office or PDF format, and two (2) hard copies of your submission to Dan Lincoln at the address noted below by **2pm on Monday 10<sup>th</sup> December 2012.**

Submissions should be delivered hardcopy to:

Dan Lincoln  
Regeneration & Major Projects  
2nd Floor, East Wing  
349 -357 High Road  
Wembley  
Middlesex  
HA9 6BZ

Electronic submissions should be made to [daniel.lincoln@brent.gov.uk](mailto:daniel.lincoln@brent.gov.uk).

The deadline for submissions is **2pm on Monday 10<sup>th</sup> December 2012.**

Late submissions may not be accepted. Please keep additional material as concise as possible.

Please ensure that you respond carefully and in full to each of the questions posed, cross referencing to the criteria. Please structure and number your responses in the same way as the questions so that it is clear to which questions each part of the response relates. Please ensure that in answering each question, the essential elements of your response are not obscured by the provision of excessive detail. We encourage responses to the site specific questions in a separate bound document.

Brent Council reserves the right to obtain feedback from any previous examples referenced.

Information regarding how your PQQ submissions will be scored is set out below and at Appendix 12. The responses to the specific questions set out in the PQQ will be evaluated and used to determine your marks for each question.

### **Section A: Contact and Administrative**

This section is for information only and will not be scored.

### **Section B: Sub-Contracting and Consortia**

This section is for information only and will not be scored.

### **Section C: Professional Conduct**

If the applicant answers 'Yes' to any of the questions in Part C1 then they must be excluded under Regulation 23(1) of the Public Contracts Regulations 2006, as amended. If the applicant answers 'Yes' to any of the questions set out in C2 or C3 they may be excluded under Regulation 23(4).

### **Section D: Economic and Financial Standing**

The economic and financial standing of your organisation will be assessed through your response to the PQQ questions at Section D. The information you provide will be evaluated against the following criteria, and you will be marked Pass/Fail accordingly:



Assessment of Applicant's Financial Response	Outcome
<p><b>HIGH RISK</b></p> <p>Incomplete and/or inconsistent financial information creating a significant risk that the organisation would not be able to deliver or poor level of financial security provided with no credible evidence of ability to raise equity or debt funding in the current market. Inadequate response on corporate treasury management issues or an indication that a high risk strategy is adopted.</p> <p>Inadequate Response or one not taking account of relevant circumstances. No material evidence of the ability to fund the development stage of projects.</p>	Fail
<p><b>MATERIAL RISK</b></p> <p>Whilst some aspects of the response may be High Risk a sufficient explanation has been given of most of the areas of concern but without substantial evidence of ability to raise equity and debt funding in the current market or that some evidence is available but without evidence of organisational financial stability. Concerns that financial standing may be affected by corporate treasury risk. No clear evidence of ability to fund development stage projects.</p>	
<p><b>APPROPRIATE RISK</b></p> <p>The response is complete, logical and appropriate, there may be concerns about the financial capacity of the organisation, but these are moderated by credible evidence of the ability to raise equity and debt funding in the current market.</p> <p>There may be good evidence of a recent ability to raise equity or debt funding but in the context of some modest concerns about the direct financial capacity of the organisation. Such risks are capable of identification and control. A sensible approach taken to the management of corporate treasury risk. Reasonable evidence of the ability to fund development stage work on comparable projects.</p>	Pass
<p><b>LOW RISK</b></p> <p>Strong profit and loss statement and balance sheet. Risk areas have been identified are of a discrete nature and do not materially detract from the good financial standing of the organisation. Some evidence of good ability to raise equity and debt funding in the current market. The organisation is able to offer a strong track record. Prudent corporate treasury management. Development stage funding clearly demonstrated for comparable projects.</p>	
<p><b>VERY LOW RISK</b></p> <p>Response exceeds low risk in virtually all respects. Strong profit and loss statement and balance sheet and very good evidence of the ability to raise equity and debt funding in the current market. Prudent corporate treasury management with recent evidence of ability to fund significant projects together with significant own resources to fund the development stage of comparable projects.</p>	

Please note that the Council may request an external credit scoring report in addition to its own financial analysis.

## **Section E: Insurance**

Applicants will be evaluated on their ability to provide the minimum insurance levels set out in Section E. Applicants who cannot demonstrate that they are able to provide the minimum levels of insurance may fail this section and may not be considered further as part of this selection process.

## **Section F: Resources**

This section is for information only and will not be scored.

## **Section G – Section L:**

These sections will be marked Pass/Fail. Please see the instructions set out at the beginning of Sections G, H, I, J, K, and L for guidance on the criteria for each Section.

## **Section M: Mandatory Compliance Question**

This section is for information only and will not be scored.

## **Section N: Project Specific Technical Capability, Experiences and References**

At Section N, your project specific capabilities and experience will be assessed. All answers will be marked out of 5, as per the table below.

<b>Marks Available</b>	<b>Description of Score</b>
0	No response
1	Completely unsatisfactory response, suggesting the organisation does not have either the standing, experience, expertise or capability to undertake the development and would therefore have serious difficulties delivering the required standards.
2	Unacceptable response indicating that the organisation has the standing, experience, expertise or capability to meet only some of the requirements of the contract some of the time.
3	Acceptable response indicating that the organisation has the standing, experience, expertise or capability to undertake the works and would be likely to meet the required standards.
4	Good response clearly indicating that the organisation has the standing, experience, expertise or capability to apply and deliver all the required contract standards.
5	Detailed response indicating that the tenderer has a wholly comprehensive standing, experience, expertise or capability to undertake the works that may result in the contract standard being exceeded.

You must answer each of the questions set out in this section. Your responses will be assessed against the assessment points outlined in the table below. The weighting for each question is outlined below.

You are also asked to provide references. The Council may contact these references at any point. The references will not be specifically scored, but will form part of the overall assessment of the submission.

Section	Question	Assessment Points	Weighting
<b>N1 Corporate Vision</b>	Please provide details of your organisation's corporate vision or mission statement and set out how your corporate values support the delivery of high quality homes and help create places people aspire to live.	Example of a corporate vision and values that support the delivery of high quality homes and helps create places people aspire to live	10
<b>N2 Design Quality</b>	a) Please provide recent examples of your organisation's experience of delivering high quality, mixed used residential developments within an urban context, which contain an element of affordable housing.	Examples of relevant experience delivering exemplar, high quality, mixed used residential led developments schemes with the characteristics outlined. Examples of lessons learned.	20
	b) Please provide details of the architectural practice - including details of their available resources - that will be responsible for developing the detailed design for approval of Reserved Matters for Site 11b and overseeing design development through to completion of the works. Please also include three examples of mixed use residential developments that the named architectural practice has completed including relevant examples of: <ul style="list-style-type: none"> <li>- Developments which have received awards</li> <li>- Developments of extremely high quality</li> <li>- Developments on constrained urban sites</li> <li>- Developments within an urban regeneration context</li> <li>- Developments which incorporate high quality affordable homes</li> <li>- Developments which are next to railway lines</li> </ul>	Confirmation provided of named architecture practice that will be responsible for design and delivery of the works. Confirmation of the available resources of named architecture practice. Evidence that the named Architectural practice has proven track record of delivering exemplar, high quality mixed use residential developments. Quality of examples provided of experience of developments with the outlined specification	30
<b>N3 Partnership Working</b>	Please provide a statement outlining your organisation's previous experience of working successfully in partnership with public bodies and residents in delivering high quality, mixed used development, on time, to budget and to the satisfaction of the end user.	Examples of successful partnership working to deliver other high quality mixed use developments. Examples of lessons learned	20
<b>N4 Added Value</b>	Please provide examples of where your organisation has incorporated innovation and added value in order to improve the viability and deliverability its projects, with relation to: <ol style="list-style-type: none"> <li>The construction process</li> <li>Community initiatives</li> <li>Employment initiatives</li> <li>Any other aspect of the project</li> </ol>	Examples of incorporating innovation and added value into projects. Clear explanation of how these initiatives have led to improved viability and deliverability of projects and supported the delivery of wider social and economic benefits. Particular reference given to innovation and added value in the four areas stated	20
<b>TOTAL</b>			

## **25. Developer Selection Process**

In order to be invited to tender, participants must achieve the following:

1. a “pass” on all Pass/Fail questions; AND
2. a weighted score of 60 out of 100 or above in their responses to Section N (Project Specific Questions); AND
3. rank in the top total 5 scores.

In the event that any bidders achieve equal scores, the bidder(s) with the highest score for Section N2 (Design quality) will be selected.

The final stage of this procurement process will be for the short-listed companies to respond to the Invitation to Tender. Following receipt of responses, bids will be evaluated, which may include clarification meetings with bidders.

Short-listed companies will also be invited to a mid tender review with representatives of the Brent Council and a pre-Reserved Matters Application meeting with Brent Council Planning Department.

If you have any questions relating to the site or the content of this brief, please contact Dan Lincoln by e-mail on [daniel.lincoln@brent.gov.uk](mailto:daniel.lincoln@brent.gov.uk). These questions and our responses will be shared with all tenderers unless it is specifically advised that they related to a unique selling point that the bidder holds.

### **Site Visits**

The site is viewable from Albert Road and the Council is not intending to hold a formal open day at PQQ stage.

Shortlisted bidders will be offered the opportunity for an accompanied site inspection at the Invitation to Tender stage.

### **Shortlisted Bidders**

The ITT will be issued to shortlisted bidders on **20<sup>th</sup> December 2012**. Tenders must be returned by **13<sup>th</sup> February 2013**. Further information will be provided to shortlisted bidders.

## **26. Legal and Procedural Information**

### **Clarifications**

Brent Council will not enter into detailed discussion in relation to the Contract at this stage. All queries in relation to this procurement must be made to Dan Lincoln at [daniel.lincoln@brent.gov.uk](mailto:daniel.lincoln@brent.gov.uk). Clarification questions should be sent Dan Lincoln at [daniel.lincoln@brent.gov.uk](mailto:daniel.lincoln@brent.gov.uk) by no later than **2pm on Friday 23<sup>rd</sup> November**.

If Brent Council considers any question to be of material significance, both the query and response will be communicated to all applicants that have expressed an interest in the Contract. No details of the applicant submitting the query will be given.

Where an applicant considers that an enquiry or response will relate to commercially confidential information relevant only to itself and that it should not be circulated to other applicants, it must include in the email heading "In Commercial Confidence – Not to be circulated to other applicants" and set out its reasons in the body of the email.

If Brent Council considers that, in the interests of a fair and open competition, it cannot respond to the enquiry on a confidential basis, it will notify the applicant and treat the enquiry as withdrawn. It will then be for the applicant to resubmit the enquiry without the requirement for confidentiality if it requires an answer.

If Brent Council considers that the request for a confidential response is justified, then it will provide a response which is not circulated to other applicants.

### **Right to Reject and/or Disqualify**

Brent Council reserves the right to reject or disqualify an applicant where:

- the PQQ response is submitted late, is completed incorrectly, is incomplete or fails to meet the compliance and/or minimum requirements which have been notified to applicants;
- the applicant must or may be excluded under Regulation 23 of the Public Contracts Regulations 2006, as amended, at any stage during the selection and evaluation process
- the applicant is guilty of serious misrepresentation in relation to its application and/or the process; or
- there is a change in identity, control, financial standing or other factor impacting on the selection and/or evaluation process affecting the applicant.

### **Right to Cancel or Vary the Process**

Brent Council reserves the right to:

- withdraw from and cancel the selection and evaluation process at any stage; and/or
- require an applicant to clarify its submission in writing and/or provide additional information. (Failure to respond adequately may result in the applicant not qualifying); and/or
- amend the terms and conditions of the tender process.

### **Confirmation of qualifications of shortlisted applicants**



Brent Council will ask shortlisted applicants to confirm that their PQQ response remains accurate at the time it returns its response to the ITT. Brent Council reserves the right to review these responses, including any subsequent amendments, and reject any applicant who no longer satisfies Brent Council's pre-qualification requirements in light of these changes.

### **Costs and Expenses**

All applicants are solely responsible for their costs and expenses incurred in connection with the preparation and submission of the PQQ and all future stages of the selection and evaluation process. Under no circumstances will Brent Council, or any of their advisers, be liable for any costs or expenses borne by the applicant or any of its advisers in this process.

### **The Pre-Qualification Questionnaire**

This PQQ has been prepared by Brent Council for the purpose of providing an application procedure for individuals or organisations interested in tendering for this Contract and to assist applicants in making their own evaluation of the potential opportunity.

Whilst prepared in good faith, the PQQ is intended only as a preliminary background explanation of Brent Council's activities and plans and is not intended to form the basis of any decision on whether to enter into any contractual relationship with Brent Council. The PQQ does not purport to be all inclusive or to contain all of the information that a potential applicant may require.

Any persons considering making a decision to enter into contractual relationships with Brent Council following receipt of the PQQ should make their own investigations and their own independent assessment of Brent Council and their requirements for the Contract and should seek their own professional financial and legal advice.

Brent Council, its advisors, or the directors, officers, members, partners, employees, other staff, agents or advisers of any such body or person:

- do not make any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the PQQ;
- do not accept any responsibility for the information contained in the PQQ or for its fairness, accuracy or completeness; and
- shall not be liable for any loss or damage (other than in respect of fraudulent misrepresentation) arising as a result of reliance on such information or any subsequent communication.

Only the express terms of any written contract relating to the subject matter of the PQQ as and when it is executed shall have any contractual effect in connection with the matters to which it relates. Any such contract will be governed by English law.

Nothing in the PQQ or other contract documents is, or should be, relied upon as a promissory or a representation as to Brent Council's ultimate decision in relation to the Contract which will depend at least in part on the outcome of its negotiation with a potential applicant.

### **Confidentiality**

The information in the PQQ and any associated documents is made available on condition that it is treated as confidential by the applicant and is not disclosed, copied, reproduced, distributed or passed to any other person at any time except for the purpose of enabling a submission to be made: for example disclosure by an applicant to its insurers who are directly involved in the bid, is permitted provided they have each given an undertaking at the time of receipt of the relevant information (and for the benefit of Brent Council to keep such information confidential).

### **Freedom of Information**

Brent Council are subject to the requirements of the Freedom of Information Act 2000 and the Environmental Regulations 2004, the subordinate legislation made under the Act/Regulations and any guidance and/or codes of practice issued (from time to time) in relation to such legislation. Applicants are required to:

- specify (with reasons) those of their PQQ responses which they regard as falling within any of the exemptions from disclosure specified under the Act/Regulations including (without limitation) information provided in confidence; and
- state which provisions of the Act/Regulations apply to the information identified under 12.1 explaining the potential implications of disclosure of such information and provide an estimated time during which the applicant believes such information will remain commercially sensitive.

Brent Council, however, shall be responsible for determining, at its absolute discretion, whether such exemption should apply and applicants agree to comply with any such decision taken by Brent Council.

Where an applicant identifies information as commercially sensitive, Brent Council will endeavour to maintain confidentiality. Applicants should note, however, that, even where information is identified as commercially sensitive, Brent Council might be required to disclose such information in accordance with the Freedom of Information Act. Accordingly, Brent Council cannot guarantee that any information marked 'commercially sensitive' will not be disclosed.

### **Conflicts of Interest**

Brent Council is concerned to avoid conflicts of interest. Applicants should note that, subject to the terms of this PQQ, Brent Council reserves the right to disqualify applicants where there is an actual or potential conflict of interest.

## **Appendices**

- Appendix 1 – Red Line Site Plan
- Appendix 2 – South Kilburn Masterplan Phasing
- Appendix 3 – Quality Benchmarking in South Kilburn
- Appendix 4 – Network Rail Infrastructure Drawings
- Appendix 5 – Substation Relocation Plan
- Appendix 6 – South Kilburn Tenancy Agreement
- Appendix 7 – Brent Council's Target Rents
- Appendix 8 – South Kilburn Nomination Agreement
- Appendix 9 – Section 106
- Appendix 10 – Draft Heads of Terms Development Agreement
- Appendix 11 – Pre-Qualification Questionnaire
- Appendix 12 – PQQ Scoring Matrix