



**QUEEN ELIZABETH  
OLYMPIC PARK'S  
CULTURE &  
EDUCATION  
QUARTER**



**DESIGN COMPETITION  
EXPRESSION OF  
INTEREST**  
*October 2014*



**QUEEN  
ELIZABETH  
OLYMPIC PARK**

**MALCOLM  
READING  
CONSULTANTS**

© Malcolm Reading Consultants 2014

This document has been assembled by MRC with the authorisation of London Legacy Development Corporation for the purposes of arranging the Queen Elizabeth Olympic Park's Culture & Education Quarter Design Competition. Photo and map credits: London Legacy Development Corporation, the V&A, Sadler's Wells and University of the Arts London.

Malcolm Reading Consultants Limited

T +44 (0) 20 7831 2998

F +44 (0) 20 7404 7645

[office@malcolmreading.co.uk](mailto:office@malcolmreading.co.uk)

Fourth Floor

10 Ely Place

London EC1N 6RY

# Contents

## PART ONE

Introduction	5
Background	10
Eligibility	14
Site and Context	17
Emerging Brief	22
- Overview	22
- Culture & Education	
- V&A	30
- <i>Sadler's Wells</i>	36
- <i>University of the Arts London</i>	42
- <i>Fourth Institution</i>	46
- Other Elements	47

## PART TWO

Project Details	52
Team Composition	54
Competition Process	56
Submission Requirements	63
Pre-Qualification Questionnaire (PQQ)	67
Evaluation Process	78
Evaluation Criteria	83
Submission Form	87
Declaration Form	88



Queen Elizabeth Olympic Park - ArcelorMittal Orbit to the left, Stadium to the right

**“...the Mayor of London’s  
‘Olympicopolis’ plan  
envisages a new Culture  
and Education Quarter,  
which will create a unique  
arts-education-science-  
technology nexus in one of  
the fastest-growing, most  
youthful and cosmopolitan  
parts of London.”**  
*From the Introduction*

# **PART 1**



View looking north along the Waterworks River with Stadium, ArcelorMittal Orbit and Aquatics Centre

# Introduction

London Legacy Development Corporation's regeneration of east London through the development of Queen Elizabeth Olympic Park is one of the most ambitious urban renewal programmes in Europe. At 227 hectares, it is among the largest new metropolitan spaces to be established for 150 years. The Park forms the legacy of the hugely-admired London 2012 Olympic and Paralympic Games.

As part of the wider regeneration, the Mayor of London's 'Olympicopolis' plan envisages a new Culture and Education Quarter, which will create a unique arts-education-science-technology nexus in one of the fastest-growing, most youthful and cosmopolitan parts of London.

The site for this new cultural entity on Stratford Waterfront is spectacular. Positioned at the gateway to the Park, it is surrounded by landmarks: the dramatic ArcelorMittal Orbit, the multi-award winning London Aquatics Centre, the South Park Plaza and the Stadium. The Quarter will act as a catalyst for the industries and technologies in which London now leads the world. It also promises to become a leading residential district within London, benefiting from the ambience of a creative and prestigious destination.

The 'Olympicopolis' plan pays homage to the ambition and achievement of Albertopolis, which established a 35 hectare constellation of museums, universities and artistic, scientific and cultural organisations in Kensington following the 1851 Great Exhibition.

Like Albertopolis, the Quarter will celebrate 'making'. Attuned to the digital age and the creative strengths of east London, the new Queen Elizabeth Olympic Park's Culture and Education Quarter will provide a focus for a continuum of knowledge-based industries. These range from cultural, creative and media industries to architecture, fashion design and technology, and learning of all kinds.

The development is expected to generate £5 billion (US\$8.5bn) GVA (Gross Value Added) for the area by 2030, as it reinforces and enhances London's reputation as a creative capital, as well as the world's favourite visitor destination.

The London Legacy Development Corporation (LLDC) has brought a range of artistic and educational partners including the V&A, Sadler's Wells and University of the Arts London to this fascinating project which forms the focus of Queen Elizabeth Olympic Park's Culture and Education Quarter Design Competition.

These globally-respected institutions and programming partners (ranging from orchestras and performing arts organisations to visual arts groups, film festivals and more) will become resources for a wide range of interested audiences. These are likely to include artists, students, local and young people and those from further across London and beyond. The intention is to inspire and provide learning and citizenship opportunities.

In the case of the V&A, Sadler's Wells and University of the Arts London, they will link with creative industries and support designers and artists, including those already based in nearby Hackney Wick and Fish Island.



Within a short walk of the competition site, University College London (UCL) – one of the world’s leading universities (and known for its strong commitment to culture, heritage, technology, art and design) – will establish a new campus to be known as The University Quarter. UCL is working collaboratively with the V&A, and plans to establish activities on the Park and beyond.

The Quarter is intended to encourage formal and serendipitous interactions between visitors and local people with curators, experts, practitioners and teachers in the arts, education, science and technology. These experiences can trigger ideas and approaches that transcend disciplines and defy conventional mind-sets. Over time this will result in innovations which drive the engine of economic opportunity leading to start-ups, new businesses, greater prosperity and higher expectations – all important project goals.

The competition presents an extraordinarily absorbing design challenge and an opportunity to secure a high-profile global project.

The design and civic qualities of the Quarter will shape both local and international perceptions of the Park, and capture the transforming identity of east London.

At the heart of the integrated development will be world-class institutions sharing animated public spaces, with opportunities for complimentary programmed uses in the spaces around and between. There will also be a substantial residential component

Interested teams will need to draw on skills in masterplanning, architecture and public realm design, along with planning, engineering, and cost analysis. They should balance seasoned experience with emerging talent.

They will need to consider the site's highly distinctive context and create a public realm design that seamlessly connects the site to the rest of the Park. They will need skills in placing the significant housing element within the scheme so that while the residents experience the prestige and excitement of the Quarter, other logistical impacts are mitigated.

The housing and retail uses will benefit from the exceptional profile of Queen Elizabeth Olympic Park. This offers a new experience of living and working in London, close to global attractions, revitalised waterways, parkland and new emerging neighbourhoods and with superb transport links to central London and London City and London Heathrow Airports.

Queen Elizabeth Olympic Park's Culture and Education Quarter Design Competition is a two-stage procedure. Initially Expressions of Interest are sought, following which a shortlist of five design teams will be selected; from these the winning team.

The prize: to give east London a new cultural entity which symbolises London, one that fulfils the promises London has made to present and future generations.



Lighting detail in Queen Elizabeth Olympic Park at the South Plaza promenade.

## Key Themes

### Project Themes

- Outstanding combination of architecture, landscaping, public realm and visitor experience.
- A unique physical identity for the Culture and Education Quarter, enabling it to become a symbol of London.
- Design which integrates with the wider Park; civic spaces which are responsive to programmed and spontaneous activities.
- A balance of uses within the scheme which reflects the Park's – and this part of east London's – distinctive blend of residential, cultural, educational and business activities.
- An exciting, yet complex, project that is ultimately deliverable.

# Background

London Legacy Development Corporation (LLDC) is the mayoral agency responsible for the long-term planning, development, management and maintenance of Queen Elizabeth Olympic Park and its facilities after the London 2012 Olympic and Paralympic Games.

The Legacy Corporation's objective is to promote and deliver physical, social, economic and environmental regeneration of the Park and its surrounding area by maximising the legacy of the 2012 Olympic and Paralympic Games. Securing high-quality sustainable development and investment is of paramount importance to the Corporation and the Mayor of London.

The Legacy Corporation is currently in the process of transforming the Park, creating a new metropolitan centre for London and providing a destination supporting innovation and business growth. The Park will become a new destination centre for education and culture, as well as offering new sustainable neighbourhoods and a must-see destination for local, regional and international visitors to return to time and time again.

A compelling legacy of renewal, this is predicted to generate 20,000 new homes and some 50,000 jobs in and around the Park, as a result of both the 'Olympicopolis' strategic plan and LLDC's wider initiatives.

More than three million people have visited the Park since it re-opened in July 2013; the South Park is particularly popular, attracting a million visitors since early 2014.

Surrounding the Park, new urban districts have emerged and links have begun to be forged between the old and the new, making the most of east London's reputation as London's creative heart.

The new Quarter's residents will be living in a true urban hotspot, but one that has all of the Park's emerging attractions to hand – its ample green space and riverine landscape, its pleasure gardens and its award-winning architectural landmarks and sporting venues.



Interior view of the London Aquatics Centre

## When complete, the Park will offer:

- The Culture and Education Quarter, anchored by a single complex including the V&A, Sadler's Wells, University of the Arts London, and programming partners, with UCL located close by.
- Five world-class sporting venues, a legacy from London 2012.
- Five residential neighbourhoods. East Village (the former Athletes' Village) is already settling residents within the Park, with Chobham Manor now under construction.
- The International Quarter, offering over 370,000 sqm of workspace (the Financial Conduct Authority and Transport for London are already preparing to move in).
- Here East, a 110,000 sqm digital campus, supporting the UK's flourishing creative and digital industries.
- Proximity to Westfield Stratford City, northern Europe's largest urban shopping mall, which attracted around 40 million visits in 2013.
- Rapid transport links, with nine rail and tube lines bringing the Park within easy reach of the City, central London, national stations, international airports and continental cities such as Brussels, Paris and Amsterdam.
- A blend of business, housing, sport and retail – within an accessible prime London location – creating a superb backdrop for sustainable growth.

## LLDC Priority Themes

London Legacy Development Corporation Priority Themes reflect the Corporation's social, economic, and environmental purposes and drive its mission. They include 'Convergence': the principle that within 20 years the residents who hosted the world's biggest event will enjoy the same social and economic chances as their neighbours across London.

- Promoting Convergence and community participation;
- Championing equalities and inclusion;
- Ensuring high quality design and sustainability.

<http://queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/policies>



Lanterns in Queen Elizabeth Olympic Park

# Eligibility

## Project Scope

The project will be delivered to relatively short timescales and project deadlines. The procurement being undertaken is to commission an integrated team, organised under a lead consultant (“Lead Consultant”). This team should be capable of envisioning, developing, coordinating and delivering a full design for the Culture and Education complex, and a concept design for the residential element.

## Competition Scope

The programme requires that Stage Two finalists (that is those invited to tender in accordance with the PQQ contained in the EOI) present an outline design for the Culture and Education complex incorporated within a wider masterplan for the residential element.



Queen Elizabeth Olympic Park landscaping



## Teams

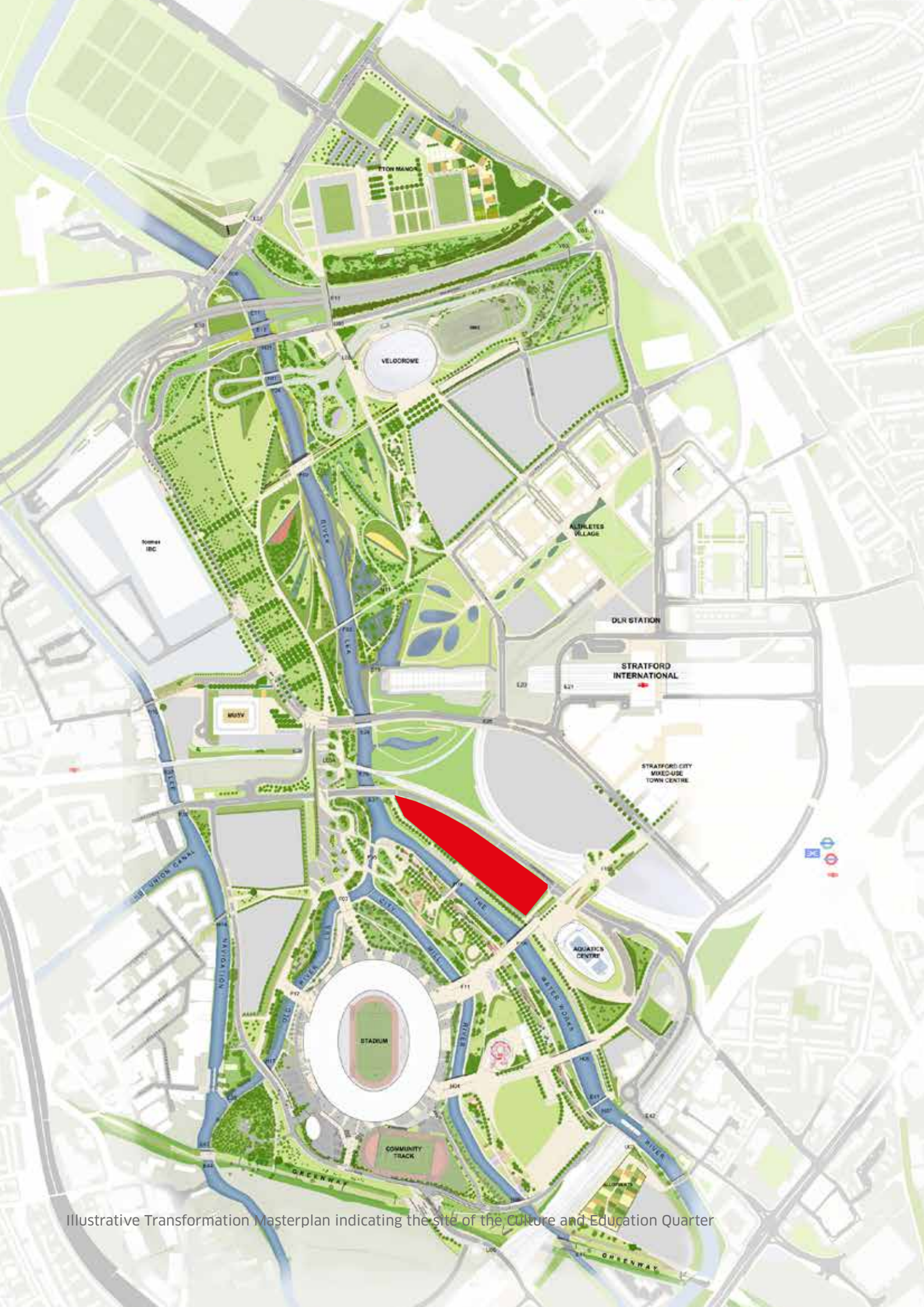
Applicants must be able to demonstrate either of the following:

- a. A minimum annual turnover for the Applicant in each of the last three consecutive years of £25 million GB or equivalent financial performance in reporting currency or equivalent proof of financial standing.
- b. In the case of a consortium bid the combined minimum annual turnover of the Applicant and the other consortium members in each of the last three consecutive years must be no less than £25 million GBP and the minimum annual turnover of the Lead Consultant must be no less than £5 million GBP or equivalent financial performance in reporting currency or equivalent proof of financial standing.

Further information on financial standards and data is provided in the PQQ in Part Two of this document.

## Emerging talent

It is accepted that it is likely that each Lead Consultant will be an established firm; however LLDC, and its partners, are keen to encourage teams to consider the involvement of emerging talent and SMEs.



Illustrative Transformation Masterplan indicating the site of the Culture and Education Quarter

# Site and Context

## Queen Elizabeth Olympic Park

Queen Elizabeth Olympic Park is a 227 hectare site located on both sides of the River Lea within the Lower Lea Valley, lying within four boroughs – Newham, Hackney, Tower Hamlets, and Waltham Forest. Originally built for the London 2012 Games, the Park is now being transformed to offer the best in sporting, cultural, and educational opportunities in world-class venues and parkland, as well as thousands of new homes.

More than three million people have visited the Park since it reopened in July 2013. On average the Park receives 15,000 visitors each week. Nine million annual visitors are anticipated by 2017.

The Park is divided into the North Park and the South Park. North Park is a riverine ecological landscape offering peace and quiet and connection with nature through the extensive open green space and wetlands, as well as Timber Lodge community hub and Tumbling Bay playground.

South Park is the gateway to the Park and is anchored by striking landmarks: the Stadium, the ArcelorMittal Orbit, and the London Aquatics Centre. The pleasure gardens, designed by some of the world's leading landscape architects, create a long peninsula of entertainment, activity and discovery. They feature a long, tree-lined promenade hung with beautiful spherical lanterns and a series of exciting spaces designed to inspire creativity in people of all ages.

The Park is also an extension of east London's vibrant cultural identity, serving as an outdoor museum with installations by leading and emerging artists, and hosting an array of performances and festivals.

Queen Elizabeth Olympic Park currently includes five world-class sports venues, new homes at East Village, premium utilities and communications infrastructure, good cycle, pedestrian and road connections, newly-invigorated waterways and some of the best transport links in Europe.

The long-term objective is the creation of a comprehensive mixed-use development across five new neighbourhoods, with new homes, schools, nurseries, health centres, community facilities and open space. This, along with the cultural, educational, business and commercial uses, will fuel new jobs and training opportunities - in short, create a new, integrated, piece of city.



Public Art in front of the CopperBox Arena  
*RUN*, Monica Bonvicini



Aerial view of competition site with South Plaza promenade to the West



HACKNEY MARSH

New Spitalfields Market

LEYTON

QUEEN ELIZABETH OLYMPIC PARK

HACKNEY WICK

STRATFORD

OLD FORD

BOW

Map of Queen Elizabeth Olympic Park and surrounding area

of Inter

Interchange

Educatio Ou

## The Site

Currently known as the Stratford Waterfront, the site is approximately 1.8 hectares and positioned at the heart of Queen Elizabeth Olympic Park, opposite the Zaha Hadid-designed London Aquatics Centre. It is located at the main gateway to the Park. People arriving at Stratford station walk through the open-air 'street' of the Westfield Stratford City shopping centre in order to reach the Waterfront and the rest of the Park.

Other areas of development adjacent to the site are the South Plaza (leisure), and the International Quarter (TIQ), a predominately business, commercial and residential zone. The University Quarter, which will form the new campus for University College London, is a short walk away.

The site is exceptionally well-connected to local and national transport links via a short walk across a footbridge.

# Emerging Brief

## Overview

The competition will establish development principles (RIBA Stage 0/1) for the residential element, and a developed concept (RIBA Stage 1/2) for the cultural and other uses.

The site is a major parcel of land adjacent to globally-recognised landmarks within the Park (the London Aquatics Centre, the Stadium and the ArcelorMittal Orbit) and the new emerging quarters such as The International Quarter and the Westfield Stratford City shopping centre.

It is currently envisaged that three distinguished institutions: the V&A (Victoria and Albert Museum), Sadler's Wells, University of the Arts London (UAL) - will be accommodated in a unique complex featuring jointly-programmed common spaces, and drawing energy from the culture and knowledge industries already thriving in the surrounding neighbourhoods. Space is allowed for another institution within the complex to fully realise the 'Olympicopolis' strategy.

While strong synergies have emerged between these institutions, it is also critical that they each maintain and project their distinct identities. Each institution has specific needs and requirements, but there is a common aim of sharing functions and amenities. The detail of this overlap will be set out in the Tender Brief at Stage Two of this competition.

The cultural partners will highlight and celebrate the creative industry's best 'thinkers and makers'. In addition, the facilities of these institutions will be integral to the collaborative educational programmes likely to be delivered by the universities, designers and manufacturers in the immediate vicinity and elsewhere in east London.





Above: the competition site  
Below: the River Lea flanking the western edge of the site



The Velodrome, Queen Elizabeth Olympic Park



A complementary – but essential – use of the site is the residential and retail elements, which should mesh with the integrated, mixed-use pattern of the development sites in Queen Elizabeth Olympic Park. It is important that the residential development has a visible and spatially-integrated presence at Stratford Waterfront, whilst ensuring that it does not conflict with the operations of the culture and education institutions.

The public realm will function as the effective civic and binding agent between the institutions and the residential element. Additionally, it should seamlessly connect to the character of the adjacent sites. The principal pedestrian access to the Quarter will be from the footbridge across from the waterfront promenade, as well as by a potential bridge connection to the International Quarter over Carpenters Road and the railway line.

The concept of an open-air space – or series of spaces – that overlooks the South Plaza, and offers views west to the City of London, and south to Canary Wharf, should be explored. This space should both be open to the sky and offer areas of shelter. Most importantly, this upper-level civic space must be well-connected to other parts of the surrounding Park.

A crucial use of the site will be the provision of retail elements. These should be informed by the creative offerings of the institutions. In addition, selected concession(s) will sell food and beverages for staff and audiences to enjoy as part of the experience.

The site must accommodate a multiplicity of complex uses, ranging from loading and unloading for a host of cultural events, servicing a busy educational campus and all the while allowing workers, students, visitors and members of the public to move freely around the space.

The winning team should match or exceed the Brief at Stage Two of the competition while being mindful of the sustainability, maintenance, staffing, programme and budget parameters.



Public Art at Carpenters Lock  
*Inter Alia* by Grenville Davey in the Park during London 2012 Games  
Photo © Carmen Vilano

## Summary of Areas

<b>AREA</b>	<b>GEA (SQM)</b>	<b>GIA (SQM)</b>
Residential	73,000	70,000
Residential Basement	6,500	6,000
Residential Retail	4,000	3,500
UAL	40,000	38,000
V&A	21,000	20,000
Fourth Institution	12,000	11,000
Sadler's Wells	8,000	7,400
Cultural Complex Basement	3,600	3,500
Cultural Complex Retail	5,000	4,500

Please note that these areas are indicative and include shared communal spaces that are yet to be specifically identified. Further detailed information will be available in Stage Two.

## Visioning Exercise

The LLDC has undertaken a 'visioning exercise', whose purpose was to draw out the collaborative potential between the partner institutions and the capacity of the site. The technical parameters of this exercise are incorporated into this EOI. A summary is provided as an appendix to this document.

# Culture and Education

## V&A Overview

The V&A is the world's leading museum of art and design. Its outstanding collections and extensive knowledge exist to celebrate and inspire creativity. The V&A is a superb resource for everyone working in the creative industries and makes a major contribution to the UK's creative and tourism economies.

The V&A currently comprises the Victoria and Albert Museum at South Kensington, the V&A Museum of Childhood at Bethnal Green and the V&A reference collections at Blythe House. The V&A is also available to anyone, anywhere, anytime, via its extensive digital offer.



Images © Victoria and Albert Museum, London





Breathless by Cornelia Parker

## Outline concept

The purpose of the V&A is to encourage everyone to think about art and design: what they like, what they don't like and why. It exists to explain the process of design. It exists to make people care about the impact design has on all our lives.

The V&A in the Culture and Education Quarter will continue to promote these values. It will offer everyone the opportunity to get up close to current design practice, manufacturing and making. The digital age is rapidly and radically affecting everything around us. Central to the V&A here will be the extraordinary development, use and impact of digital technologies. Wifi will be freely available for all across the entire site - inside and out. Of equal focus will be the fact that design is everywhere and in everything. Design can be manipulative and it can be damaging, but it has extraordinary capacity to do good. It can resolve difficult issues and, as importantly, it can delight and inspire.

This new V&A should be a series of cleverly-connected, loose-fit spaces that can be used in many different ways. It will follow the V&A's 19<sup>th</sup>-century principles, in that close attention will be paid to imaginative use of new materials, techniques and technologies. It should be beautifully proportioned, detailed and constructed, and maximise the use of natural light throughout.

Volumes will be varied and interesting and its infrastructures will support sustainable systems for environmental control and digital experimentation and presentation. Our ambition is that this building will be designed and constructed to achieve the lowest possible running costs per square metre in terms of energy consumption, maintenance, staffing and programming. V&A will present no physical or intellectual barriers to entry for its visitors. It will be a place for everyone to use and enjoy, a place of endless inspiration and creativity and a great place to relax and just be.

## **Summary of Brief**

All of the following component parts are integral to creating and sustaining a new V&A entity that will extend the V&A's capacity to fulfil its unique purpose and reach new audiences. Each will attract particular visitor groups, whether families, individuals, practitioners, enthusiasts, students or scholars. It will also be a meeting place, somewhere to enjoy an early morning coffee or a drink after work.

## **Galleries: Collecting the life-affirming and recording the life-changing**

The new site will present the extraordinary breadth and depth of the V&A's collections. Ten thousand square metres will be dedicated to a breathtaking three-dimensional encyclopaedia of creativity, giving historical context to contemporary topics. In addition, the V&A will be Britain's repository for the very best of international digital art and design. All galleries will be part of a continuing evolution, as new works are brought into the collections. These permanent galleries will be an ongoing draw to visitors.

## **Changing Exhibitions**

The new Museum's programme will present its temporary exhibitions in ways that surprise, or even shock. Increasingly, successful exhibitions rely on the creation of immersive and interactive experiences to enhance the visitor's understanding and enjoyment of a particular topic. Digital interpretation and presentation will offer new gateways into contemporary and historic design topics.

*Volume, Decode, Hollywood Costume* and *David Bowie Is* are recent examples of V&A exhibitions that broke new ground in terms of digital immersive presentation. Temporary exhibitions are an essential component for enhancing reputation and profile.

## **Cultivating Creative Practice**

The V&A is the go-to place for artists, designers, makers, students and scholars of art and design. Its 3D encyclopaedic galleries will revolutionise how practitioners access and interact with the V&A's extraordinary collections. In so doing, it will foster new kinds of creativity – both supporting and celebrating the explosion of creative industries that have emerged in recent years in east London. Twenty-five studios for emerging practitioners will be available at the V&A in the Quarter to support the development of promising design careers, and to offer insight into contemporary practice for the general visitor.

## **A new Conservation and Research Institute**

Increasingly, visitors want to see the work of conservators. The V&A's world-renowned Conservation Department will share its work with visitors, creating new access to the scientific methods used to date and understand objects and showing techniques of restoration and repair in ways never possible before. V&A Research will join Conservation in Stratford to create a major interdisciplinary centre for the history of design and design practice. It will be the place for the study of material cultures, anthropology, making, digital humanities and museum studies.

## **Hands-on Learning**

In this new V&A everyone can be a performer or a designer or a curator. Opportunities to explore technologies and techniques, old and new, will be central to all learning activities.

## Partnerships and Collaboration

Ideas under development include contemporary architecture and engineering, digital design and performance cultures, conservation science and collections-based learning. The collective ambition is that these ideas lead to formal initiatives such as jointly-programmed public performances and undergraduate/postgraduate courses in design, making and museology.

## Retail

The V&A is recognised for having one of the best museum shops in the world. The new Museum's proximity to Westfield (with its circa 40 m shoppers per annum), is an opportunity to build and extend the V&A's unique retail offer to a much wider audience.

## Catering

V&A will offer a range of well-priced, good-quality drinks and food in various cafes throughout the building. Its roof terrace will give stunning views across the Park and offer opportunity for corporate hire to locally-based companies and businesses.

Technical requirements for safety and security, access, ceiling heights, environmental control, acoustic treatments etc. will be developed by LLDC in Stage Two of the Design Competition.

## Space Requirements

- GEA of 21,000 m<sup>2</sup> (plus 500 m<sup>2</sup> roof terrace).
- A key element of this will be a 9,000 m<sup>2</sup> 3D encyclopaedia of art and design.

## Sadler's Wells Overview

Sadler's Wells is a world-leading contemporary dance theatre. It presents a vibrant year-round programme of dance in all its many genres - from tango to hip hop, ballet to flamenco, Bollywood to cutting-edge contemporary dance - bringing the very best international and British dance companies and artists to its audiences.

Sadler's Wells currently operates across three locations. The current theatres are the main Sadler's Wells theatre (1,560 seats) located on London's second oldest theatre site on Rosebery Avenue, Islington; an on-site studio theatre - the Lilian Baylis Studio - (221 seats); and the West End home, The Peacock Theatre (1,000 seats).



Images courtesy of Sadler's Wells



The plan to develop a fourth location for dance at the Park stems from the goal of expanding the range of work and artists Sadler's Wells can present, commission and produce. It will also help Sadler's Wells to deepen its audiences' enjoyment and understanding of dance, as well as developing the form itself.

### **Outline concept**

The aim of the Sadler's Wells East building is to create a dedicated flexible space for middle-scale contemporary dance in London, that provides a generous stage for performers and an intimate experience for the audience; a centre for making and participation, for discovery and excellence.

The auditorium in Sadler's Wells East will be flexible to provide for the development of new work in differing formats, presented in a simple, conducive space.

The new 600-seat venue for contemporary dance will complement the three existing stages. A large body of international dance work is being created today specifically for mid-scale theatres. London audiences miss out on such mid-scale work because the city currently lacks performance spaces of this size. Yet with public appetite for dance growing year on year, and Sadler's Wells' annual audience capacity at over 80 per cent, the organisation is well placed to deliver this expansion.

The facility will also include studio spaces, which will support the theatre and provide space for the theatre's programming and producing activities as well as for educational programmes such as a choreographical school and an academy for urban dance.

The theatre is expected to attract around 120,000 visitors annually.

The venue will be open all day and will serve the local community through open access. The choreographic school and hip hop academy will encourage and incubate new work in dance. Wherever possible work-in-progress will be made accessible, with viewing windows for visitors to observe the creative process. This will be a centre for making, where artists will hone their skills and explore the creative process in new ways, working with Sadler's Wells and its partners in Stratford.



The new venue will:

- attract more of the world's leading choreographers and creators to London, allowing audiences to experience more dance, and the capital to continue to compete with other international cities. It will enable Sadler's Wells to present the large body of international work created for a mid-scale theatre, work that is not suited to a large house or small studio theatre.
- provide new spaces for making dance and for exploring creativity and excellence in hip hop and choreography.
- create an intimate experience for both audience and artist.
- offer a dynamic new space for Sadler's Wells' creative learning and community work, collaborating with our partners in the Quarter.

## Summary of Brief

There are three components to the requirements for the Sadler's Wells East dance facilities. Each is a distinct entity but with potential for connections between them and other spaces within the culture facility:

1. Sadler's Wells East Dance Theatre
2. Rehearsal Studios and Choreographic Studios
3. Hip Hop Academy

Sadler's Wells already programmes three spaces in central London as well as producing an extensive programme of national and international touring. It is important that these new facilities complement the existing model of operation. Sadler's Wells wants to extend its role as an artistic incubator and a home for artists with workshops, studios and stages. These spaces will support research, creation and the development of artists and new work. They will allow Sadler's Wells to increase support for Associate Artists and capitalise on opportunities for international partnership.

Foyers and outdoor terraces will be welcoming gathering and meeting places, providing a catering offer that is open both day and evening. They will host free performances and enrich the offer to visitors.

Technical requirements for safety and security, access, ceiling heights, environmental control, acoustic treatments etc. will be developed by LLDC in Stage Two of the Design Competition.

## Space Requirements

- The GEA is 8000m<sup>2</sup>, GIA of 7400m<sup>2</sup>.



## University of the Arts London Overview

University of the Arts London (UAL) is Europe's leading and largest specialist arts and design, communication and media university with over 19,000 students from over 100 different countries. The University is made up of six constituent colleges, each having its own unique identity and a long and distinguished heritage:

- Camberwell College of Arts [est. 1898]
- Central Saint Martins [est. 1854]
- Chelsea College of Arts [est. 1895]
- London College of Communication [est. 1894]
- London College of Fashion [est. 1906]
- Wimbledon College of Arts [est. 1930]



© Ivan Jones



© Alys Tomlinson

Images courtesy of UAL



© Alys Tomlinson

The colleges came together in 1986 to form The London Institute and became University of the Arts London in 2004. UAL is a hotbed of the creativity that underpins innovation and invention across the knowledge economy – the fastest growing sector of the UK’s economy.

### **Outline concept**

UAL is proposing to continue its major process of consolidation and modernisation by bringing together in the Park their London College of Communication (LCC) and London College of Fashion (LCF) into one multi-use teaching and research campus, together with the central UAL administration functions. These functions are to be located across both the Stratford Waterfront site and an adjoining site with a desire to share spaces between the two colleges for synergy and space-utilisation purposes.

The Queen Elizabeth Olympic Park proposal presents UAL with a significant and ambitious opportunity to make an unparalleled step in realising its long-term estate strategy, bringing together in one place the largest concentration of creativity in London, and furthering its goal of consolidation.

Co-locating alongside the other cultural institutions such as the V&A and Sadler's Wells represents an extraordinary opportunity to establish a unique creative community for London.

## Summary of Brief

The Stratford Waterfront site will include academic, library, studio, workshops, exhibition, performance and support office facilities. There will be a concentration of over 2,000 staff and almost 10,000 students on the site. It is expected that the University would be active around the clock. The configuration of the public realm is particularly important.

Technical requirements for safety and security, access, ceiling heights, environmental control, acoustic treatments etc. will be developed by LLDC in Stage Two of the Design Competition programme.

## Space Requirements

- UAL will require a GEA of 40,000m<sup>2</sup> on Stratford Waterfront
- Approximately, 10,000m<sup>2</sup> of this is devoted to the administrative functions serving both the Fashion and Communications departments.



## Fourth Institution Overview

Since LLDC proposed the idea of the new Culture and Education Quarter at the Queen Elizabeth Olympic Park, a variety of institutions have expressed interest. There is space reserved for one more major institution in order to fully realise the 'Olympicopolis' strategy.

### Outline concept

The Fourth Institution is expected to complement the spirit of creativity and innovation that the cultural partners will be promoting through displays, activities, educational and research programmes. Collaboration between the already-known culture partners will extend to include this museum. Similarly, this museum will be spatially integrated with the greater Culture and Education Quarter.

### Summary of Brief

An assumption should be made that 12,000m<sup>2</sup> GEA is required for this culture institution. The facility should be adaptive for a multitude of programmes.

Technical requirements for safety and security, access, ceiling heights, environmental control, acoustic treatments etc. will be developed by LLDC in Stage Two of the Design Competition.



## **Other Elements**

### **Residential**

#### **Overview**

LLDC is committed to providing housing across the neighbourhoods of Queen Elizabeth Olympic Park in diverse residential typologies, recognising the mix of households likely to be seeking to live in this part of London.

Here, different residential elements contribute to a vibrant civic lifestyle, located near parkland, cultural and educational institutions, shopping, sporting venues and new business sectors.

#### **Outline concept**

The housing proposed is relatively high density; this is appropriate given that it is located immediately adjacent to an extensive public transport hub.

The residential masterplan should ensure that the residential development, while adjacent to the Culture and Education Quarter, will have the amenities and ease of a community in which people will want to live.

While it is not envisioned that the residential and non-residential buildings are physically incorporated, it is important that the residential element is well-integrated spatially through circulation routes and a well-designed, potentially multi-level, public realm; one that is flanked by a river and a road, and located in the heart of a major park.

## Summary of Brief

For the purposes of the competition, the residential element is a masterplan with an indication of its massing provided; an architectural concept for the residential component is not required as part of the Applicant's submission.

The overall area of the residential development is 73,000m<sup>2</sup> GEA. Details, including a mix of housing typologies/units, required to support a planning application to be developed at detailed design stage by the successful Applicant.



ArcelorMittal Orbit and Stadium in Queen Elizabeth Olympic Park

## Retail/Food and Beverage

### Overview

Within the Park area, there is already considerable retail provision in the Westfield Shopping Centre. With a total retail floor area of 190,000m<sup>2</sup>, it is one of the largest urban shopping centres in Europe and has 250 shops and 70 food and beverage outlets. For the most part these shops and restaurants represent the multi-nationals – chains found across the UK, if not around the world. It will, therefore, be paramount that the offer and character of the retail on Stratford Waterfront is in distinct contrast to that of Westfield. LLDC will be seeking independent retailers whose offer reflects the creativity and innovation promoted by the arts and educational institutions that will be located here.

### Outline concept

The retail and food and beverage component should be distributed so that it helps to activate the public realm. The public realm will play a key role in integrating the diverse institutions and residential component across the site. As many of the uses within the arts and educational institutions can be accommodated in essentially black boxes (e.g. auditoria, theatre, lecture hall, etc.) this activation will be of particular importance.

Working with the cultural and educational tenants, LLDC will seek retail opportunities whose offer reflects the identities of the institutions that will be located here. The products will showcase the themes of 'making', design and innovation, and embody the uniqueness of the Quarter. These products will be distinct from the more mainstream brands sold at nearby shopping centres.

## Summary of Brief

The competition entries should illustrate the dispersal of retail/food and beverage uses with an accompanying rationale.

Overall 9,000m<sup>2</sup> GEA is devoted to retail/food & beverage uses across the Quarter, of which 5,000 sqm<sup>2</sup> is within the Culture and Education complex. This is in addition to the provision specific institutions may choose to include within their buildings.



A local cafe

**“The design and civic qualities of the Quarter will shape both local and international perceptions of the Park, and capture the transforming identity of east London. At the heart of the integrated development will be world-class institutions, sharing animated public spaces.”**

*From the Introduction*

# **PART 2**

# Project Details

## Brief and overview

Please see Part One for full background details of the proposed project, site location and related information on user requirements.

## Budget

The overall budget for the Culture and Education Quarter project is £400 million (four hundred million pounds sterling).

## Procurement

London Legacy Development Corporation will require the winning team to be organised under a Lead Consultant (anticipated to be the architect/masterplanner but this is not obligatory) who will coordinate and integrate the work of the whole team.

Forms of appointment to be used will be the NEC Professional Services Contract Standard Form of Appointment for Architects, ACE Agreements for engineers, with LLDC's bespoke amendments.

The winning Design Team will be expected to provide full design services to project completion and will be consulted on the most effective strategy for the procurement of the development partners.

LLDC reserves the right not to award any contract, to make whatever changes it sees fit to the structure and the timing of the procurement process or to cancel the process in its entirety at any stage.

## Anticipated Project Programme

Launch Design Competition EOI	October 2014
Launch Design Competition ITT	January 2015
Appoint selected Design Team	May 2015
Commence design development & planning	July 2015
Appoint residential JV partner	May 2016
Submit planning application	August 2016
Appoint cultural venues build contractor	January 2017
Commence basement construction	May 2017
Commence cultural building	May 2018
Complete cultural buildings and fit out	November 2020
Cultural operations commence	2020 onward
Complete residential element	July 2022

# Team Composition

We are looking for multi-disciplinary teams which have the necessary expertise to carry out all aspects of the design and the delivery of the design for this project including as regards :

- Architectural services and sustainable design
- Master planning and public realm design
- Structural, civil and services engineering
- Cost consultancy services

Formal and informal consortia to meet the skills required are encouraged. More established consultancies are encouraged to consider including emerging talent within their team.

To enable the best project interface, teams should be structured under a Lead Consultant, identified within the submission.

We are seeking a team:

- appropriate in size and skills for the project
- strong in original, contemporary and content-inspired design
- who will respond creatively to the Brief, including the shared and collaborative cultural concept
- who will seek opportunities for innovations in sustainability and technology
- who will promote convergence and community partnership
- who will champion equalities and inclusion
- who will understand and reflect on the aims of the Legacy Corporation for the wider development of Queen Elizabeth Olympic Park



Teams responding to this Expression of Interest must have the necessary expertise to complete the project within the constraints, which include design, budget, programme and site restrictions.

## Sub-Consultants

Sub-consultant companies may enter with more than one team if they wish to do so. However, the same individual within a company should not participate in more than one entry.

**Please ensure companies who intend to consult on a number of teams propose the inclusion of different individuals from their organisation for each separate team.** This is to prevent a conflict of interest at the shortlisting stage in the event of a sub-consultant company being shortlisted with more than one team.

An organisation may only be a Lead Consultant on one team.

**Please note:** LLDC may require the members of a consortium to form a single entity.

LLDC reserves the right not to use the Applicant's cost consultant and procure its own cost consultant for the Project.

# The Competition Process

To engage as widely as possible with potential design and content providers, and to encourage collaborations between creative partners, the search for a design team for Queen Elizabeth Olympic Park's Culture and Education Quarter is being undertaken as a two-stage process.

The design competition is being conducted in accordance with the Restricted Procedure.

The first stage is a call for participation – an Expression of Interest – based on financial and economic standing, technical or professional capability, and relevant expertise demonstrated through previous work.

We invite as wide a response as possible, meeting the criteria identified in this document.

A shortlist of five teams will be selected to move to Stage Two, the Invitation to Tender. These teams will be provided with detailed briefing material and invited to visit the competition area during an official site visit. LLDC will pay an honorarium of £10,000 to each shortlisted team.

Following submission and assessment, a final interview will be held to determine a winner. It is anticipated that the winner of the process will be invited to enter into contract with LLDC.

## Judging Panel

It is currently envisaged that the members of the Judging Panel are as follows:

Paul Finch OBE (chair)	Programme Director, World Architecture Festival
Amanda Burden	FAICP, Principal at Bloomberg Associates
Nigel Carrington	Vice-Chancellor, University of the Arts London
Neale Coleman CBE	Deputy Chair, London Legacy Development Corporation
David Edmonds	Chairman of the Governing Board of Kingston University, Chairman of E20 LLP, Board Member of the London Legacy Development Corporation
Moira Gemmill	Director of Design, Exhibitions & FuturePlan, Victoria & Albert Museum
Louisa Hutton	Royal Academician and Founder of Sauerbruch Hutton
Munira Mirza	Deputy Mayor for Education and Culture
Martin Roth	Director of the Victoria and Albert Museum
Alistair Spalding CBE	Chief Executive and Artistic Director of Sadler's Wells Theatre
Martha Thorne	Executive Director of the Pritzker Architecture Prize and Associate Dean of IE School of Architecture & Design

The Judging Panel may refer to Malcolm Reading, who is the Competition Advisor and will be non-voting.

# Competition Details

Once you have considered the background and site information provided in this document, we invite you to submit an Expression of Interest (EOI). Only candidates who respond in accordance with the submission requirements can be considered.

## Registration

In order to enter the competition, a registration number must be obtained by registering on the competition website:

<http://competitions.malcolmreading.co.uk/queenelizabetholympicpark/>

Competitors are able to register online up until the submission deadline. The use of registration numbers helps us to administer the process effectively. This number should be displayed on all parts of your submission.

## Questions

During the Expression of Interest (EOI) stage, all communication should be directed to Malcolm Reading Consultants (MRC). Do not contact LLDC, stakeholders or any member of staff directly. Failure to comply may lead to disqualification from the process.

Questions should be emailed to:

[queenelizabetholympicpark@malcolmreading.co.uk](mailto:queenelizabetholympicpark@malcolmreading.co.uk)

A question and answer (Q&A) log will be compiled and uploaded to the competition website each week on a Friday. Please return to the website each week to view the latest Q&A Log.

The Q&A Log will be available to download here:

**[http://competitions.malcolmreading.co.uk/  
queenelizabetholympicpark/downloads](http://competitions.malcolmreading.co.uk/queenelizabetholympicpark/downloads)**

This will be your main method of communication. Please note that telephone enquiries will not be accepted, and the latest date for submitting enquiries is Wednesday 5<sup>th</sup> November 2014. The last Q&A Log will be published on Friday 7<sup>th</sup> November.

## **Receipt of Expressions of Interest**

**The deadline for submissions of Expressions of Interest is 14.00 GMT Tuesday 11<sup>th</sup> November 2014.**

Please ensure that your submission is delivered no later than the appointed time. LLDC reserves the right to exclude from further consideration any replies received after this deadline.

Each separate copy of your submission **MUST** display the Submission Form (page 87) at the front and be clearly marked with your registration number.

**Six hard copies** of your submission, and **one digital copy on a USB memory stick** must be sent securely in a single package, clearly marked:

**EOI – Queen Elizabeth Olympic Park’s Culture and Education Quarter Design Competition**

Please return these submissions to:

**Malcolm Reading Consultants**  
**Fourth Floor**  
**10 Ely Place**  
**London**  
**EC1N 6RY**

Please note MRC's office hours are 8.30 am to 5.30 pm – couriers from 9 am only please.

## **Permissions**

LLDC and Malcolm Reading Consultants reserve the right to make use of all presentation materials submitted in any future publication about the competition, exhibition or website. Any use will be properly credited to the competitor and the competitor warrants that the material submitted comprises solely their own work or that of any member of a team submitting an EOI response. This non-exclusive licence is irrevocable, shall survive the competitor's exit from the tendering process and is royalty-free.

## **Language**

The official language of the competition is English. All entries must be in English, including all additional information.

## **Financial Data**

Any financial data provided must be submitted in, or converted into, pounds sterling. Where official documents include financial data in a foreign currency, a pounds sterling equivalent must be provided.

## **Insurance**

LLDC and Malcolm Reading Consultants will take reasonable steps to protect and care for entries but neither organisation will insure the proposals at any time. Competitors are urged to maintain a complete record of their full entries and be able to make this available at any time should adverse circumstances require this.

## **Deviations**

Only submissions that meet the basic criteria of entry will be considered. Information or supplementary material, unless specifically called for in subsequent communication, will not be considered by the assessors.

## **Amendments to the Expression of Interest Document**

LLDC may, at any time prior to the submission date, amend the Expression of Interest document, and MRC shall notify all competitors of any such amendments. If MRC issues any circular letters to competitors during the EOI stage to clarify the interpretation to be placed on part of the documents or to make any changes to them, such circular letters will form part of the Expression of Interest document. Accordingly, all competitors will have been deemed to take account of these in preparing their submission.

## Site Visits and Drawings

At this stage of the competition there will be no formal site visits or drawings distributed.

## Return of Entries

All material which is submitted as part of your response to the Expression of Interest document will be retained or disposed of by LLDC and will not be returned to participants.

## Anticipated Competition Programme

### Expression of Interest

Competition Launch	Thursday 2 <sup>nd</sup> October 2014
Deadline for Q&A Period	Wednesday 5 <sup>th</sup> November 2014
Submission Deadline	Tuesday 11 <sup>th</sup> November 2014

### Invitation to Tender (anticipated dates)

Tender Stage Launch	Friday 9 <sup>th</sup> January 2015
Site Visit (TBC)	Tuesday 27 <sup>th</sup> January 2015
Submission Deadline	Friday 3 <sup>rd</sup> April 2015
Interviews (TBC)	Wednesday 6 <sup>th</sup> May 2015
Standstill Period expires	Monday 18 <sup>th</sup> May 2015
Contract Award (TBC)	Friday 29 <sup>th</sup> May 2015



# Submission Requirements

Your response should be completed by the Lead Consultant only with reference to other team members if applicable to the question.

In preparing their response to the sections below Applicants should keep in mind that LLDC will not set and will not evaluate Applicants against any minimum technical and professional capability requirements in relation to cost consultancy services. Accordingly, whilst Applicants must identify and provide the details of a cost consultant where appropriate (e.g. when providing information about their team's composition), Applicants are not required to demonstrate that they meet any minimum standards of technical and professional capability as regards cost consultancy services.

**Format:** All responses must be in the order shown below, submitted as a bound A4 document. You must submit **six hard copies** of your submission and **one digital copy** on a USB memory stick. Details on submitting your entry can be found on pages 58-60.

Each separate copy **MUST** display the Submission Form (page 87) at the front and be clearly marked with your registration number.

Competitors must supply the following information:

## **1. Pre-Qualification Questionnaire (PQQ)**

Please complete the Pre-Qualification Questionnaire section of this document (pages 67-77).

Note the answers to Q3, a, b or c of the Financial and Economic Standing section can be provided separately as an appendix. The PQQ is not available in any additional formats. Teams may apply their own formatting, providing they do not change the order of the questions.

## 2. Team Composition

(NB each Lead Consultant should respond in respect of their own organisation, except where the services of a subcontractor/ other team members is required).

- a) Please provide details of the structure of the Lead Consultant, including the relationships between any consortium members and the Lead Consultant. This should explain how design coordination is managed and controlled. In the case of consortium bids include a statement on the role of each consortium member and what expertise they bring to the Project.
- b) Please provide details of ancillary services which the Applicant considers necessary for the delivery of LLDC's requirements and explain your proposed team's past performance in delivering these.

Please also refer to the Team Composition section on page 54-55 of this document.

Your response to this section should be no more than eight A4 pages in total.

## 3. Experience

- a) Provide at least two examples of relevant projects. Explain why these projects are relevant and how they demonstrate your approach to a similar challenge to that proposed (in outline) within this document. Please focus on the scale, land uses and how a complex Brief was resolved in the final design.

These examples should demonstrate how you worked within particular rigorous capital cost parameters, as well as providing examples of value engineering a client Brief to provide an efficient and sustainable building throughout the building's operational lifecycle.

The LLDC is committed to development that meets the highest sustainability credentials and will expect the successful design team to demonstrate experience in having delivered to exemplary standards of sustainability. E.g. BREEAM Outstanding, LEED, DGNB.

- b) Do you have the capability of working with a project using a 'Common Data Environment' as described in PAS 1192:2:2013, or equivalent? If you have delivered a project in this way, you may use this to demonstrate your capability. Your explanation should be clear and concise and included as part of your case studies (see question 3a).

Your response should be provided in a mixture of text, drawings and images.

Your response to this section should be no more than eight A4 pages.

#### **4. Understanding**

Please articulate how you have approached the design of an expansive mixed-use urban quarter on previous projects.

Your response to this section should be no more than three pages of A4. Your answer can be illustrated.

## Forms

- a) Please complete the Submission Form on page 87.
- b) Please complete the Declaration Form on page 88.

## Supplementary Information

(NB This information is not scored)

### Press Statement

Please provide a 150-word snapshot of the practice or consortium that will only be used to prepare a press statement in the event of the team being shortlisted. Please include the website address of the Lead Consultant (if you have one).

### Images

Provide three high-resolution images of representative projects. These will only be used in any press announcements, and should be submitted digitally only.

Images should be in JPEG or TIFF format.

# Pre-Qualification Questionnaire

## Guidelines:

The PQQ should be completed by the Lead Consultant only, unless otherwise stated.

For details on the scoring system, please see pages 78-86.

Please answer all of the following questions. Teams may change the layout if they wish, but please ensure that submitted answers are in the order given, with clear indications of any appendices/supplementary information.

## Practice Information

The questions below are for information only and will not be scored.

1.	Practice	
2.	Address of registered office	
3.	Contact for this tender	
4.	Telephone number and email address of Contact	
5.	Address of office where the services relating to this appointment will be provided (if different from 2)	
6.	Telephone number including code	
7.	VAT registration number (if applicable)	
8.	Organisation status (partnership, limited company, etc.)	
9.	Please provide details of any parent company or ultimate holding company (if applicable)	
10.	If a Limited Company, please provide registration number and date of incorporation	
11.	If the Applicant is a consortium, please provide the following information in relation to each member of the consortium: (a) full name (b) registered office address (c) organisation status (e.g. partnership, limited company, etc.)	

## Mandatory Grounds for Exclusion

Applicants and other consortium members (and for the avoidance of doubt, this includes any cost consultants which are consortium members) must confirm that there are no mandatory or discretionary grounds for their exclusion from this procurement process in accordance with Part IV of the Public Contracts Regulations 2006.

The questions below will be marked in accordance with the Evaluation Process and Evaluation Criteria set out on pages 78-86.

---

Has your organisation (or its directors or any other person who has powers of representation, decision or control of the named organisation) been convicted of any of the following offences?

Please note answering yes to any of these questions may disqualify you from the process.

1.	Conspiracy within the meaning of section 1 or 1A of the Criminal Law Act 1977 or article 9 or 9A of the Criminal Attempts and Conspiracy (Northern Ireland) Order 1983 3 where that conspiracy relates to participation in a criminal organisation as defined in Article 2 of Council Framework Decision 2008/841/JHA 4.	Y/N
2.	Corruption within the meaning of section 1 of the Public Bodies Corrupt Practices Act 1889 or section 1 of the Prevention of Corruption Act 1906 (as amended).	Y/N
3.	The offence of bribery, where the offence relates to active corruption and/or bribery within the meaning of section 1 or 6 of the Bribery Act 2010	Y/N

4.	<p>Fraud, where the offence relates to fraud affecting the financial interests of the European Communities as defined by Article 1 of the Convention relating to the protection of the financial interests of the European Union, within the meaning of:</p> <ul style="list-style-type: none"> <li>a) the offence of cheating the Revenue;</li> <li>b) the offence of conspiracy to defraud;</li> <li>c) fraud or theft within the meaning of the Theft Act 1968 and the Theft Act 1978;</li> <li>d) fraudulent trading within the meaning of section 458 of the Companies Act 1985;</li> <li>e) defrauding the Customs within the meaning of the Customs and Excise Management Act 1979 and the Value Added Tax Act 1994;</li> <li>f) an offence in connection with taxation in the European Community within the meaning of section 71 of the Criminal Justice Act 1993; or destroying, defacing or concealing of documents or procuring the extension of a valuable security within the meaning of section 20 of the Theft Act 1968;</li> </ul>	Y/N
5.	Money laundering within the meaning of the Money Laundering Regulations 2003.	Y/N
6.	Any other offence within the meaning of Article 45(1) of the Public Sector Directive.	Y/N

Please confirm whether any of the following applies to your organisation.  
Where the answer to questions 1 - 11 is yes, or where the answer to question 12 is no, please provide details of mitigating circumstances which LLDC should have regard to.

Please note answering yes to questions 1 - 11, or no to question 12, may disqualify you from the process.

1.	Please state if any Director or Partner has been involved in any company that has been declared bankrupt or been put into Administration, Liquidation or Receivership.	Y/N
2.	Is the organisation bankrupt or being wound up, having its affairs administered by the court, or have you entered into an arrangement with creditors, suspended business activities or any analogous situation arising from similar proceedings under national laws or regulations?	Y/N
3.	Is the organisation the subject of proceedings for a declaration of bankruptcy, for compulsory winding-up or administration by the court or for an arrangement with creditors or of any other similar proceedings under national laws or regulations?	Y/N
4.	Has any employee whom you would propose to use to deliver this service been convicted of an offence concerning his professional conduct by a judgement which has the force of res judicata?	Y/N
5.	Has any employee whom you would propose to use to deliver this service been guilty of grave professional misconduct?	Y/N
6.	Has the organisation failed to fulfil obligations relating to the payment of social security contributions in accordance with the legal provisions of the United Kingdom or the country in which it is established?	Y/N
7.	Has the organisation failed to fulfil obligations relating to the payment of taxes in accordance with the legal provisions of the United Kingdom or the country in which it is established?	Y/N



8.	Has the organisation failed to obtain the necessary license in the relevant State in which he is established, or is not a member of an organisation in that relevant State when the law of that relevant State prohibits the provision of the services to be provided under the contract by a person who is not so licensed or who is not such a member?	Y/N
9.	Has the organisation not registered on the professional or trade register of the relevant State in which he is established under conditions laid down by that State?	Y/N
10.	Is the organisation or any of its Partners or directors guilty of serious misrepresentation in providing any information referred to within this regulation 23, 24, 25, 26 or 27 of the Public Contract Regulations or has not provided such information in response to a request by the contracting authority?	Y/N
11.	Are you, or any member of your team, related or connected in any way to any relevant person in a senior position within the client organisation?  Please note that if any conflict of interest is identified, you are required to inform LLDC of the steps you would take to satisfy LLDC that the conflict can be resolved and comply with any steps required by LLDC to resolve the conflict.	Y/N
12	Do you comply with all applicable statutory requirements in all areas of operation, including insurance, health and safety, employment and non-discrimination?	Y/N

## Financial and Economic Standing

The questions below will be marked in accordance with the Evaluation Process and Evaluation Criteria set out on pages 78-86. In the case of a consortium bid, information in response to questions 1-7 below must be provided in respect of each and every consortium member (and for the avoidance of doubt, this includes any cost consultants which are consortium members).

	Question	Response	Score Available	Weighting
1.	Please provide your organisation's bank details, including name and address and contact number for your branch.	Delete as appropriate Enclosed/Not Enclosed	For information only	
2.	Please confirm that if requested you would be able to provide a banker's reference which demonstrates your financial standing in accordance with the requirements of this PQQ.	Y/N	Answering yes to this question will score 10, an answer of no scores 1.	100%
3.	Please provide one of the below:			
a.	copies of your organisation's audited accounts for the last three years. If you are a subsidiary of a group and you are relying on group resources for the purposes of this PQQ, this information is required for both the subsidiary and the parent company; or	Delete as appropriate Enclosed/ Not Enclosed	*Pass/Fail	
b.	a statement of your turnover, profit and loss and cash flow position for the most recent full year of trading (or part year if full year not applicable) and an end period balance sheet, where this information is not available in an audited form as set out in 3a above. If you are a subsidiary of a group and you are relying on group resources for the purposes of this PQQ, this information is required for both the subsidiary and the parent company; or	Delete as appropriate Enclosed/ Not Enclosed	*Pass/Fail	

	Question	Response	Score Available	Weighting
c.	Please supply a statement of your cashflow forecast for the current year and a bank letter outlining the current cash and credit facility position. If you are a subsidiary of a group, and you are relying on group resources for the purposes of this PQQ this information is required for both the subsidiary and the parent company.	Delete as appropriate Enclosed/ Not Enclosed	*Pass/Fail	
4.	Please confirm you will supply a performance bond and/ or guarantee if required by LLDC and that such bond and/ or guarantee will be in form approved by LLDC.	Y/N	**Pass/Fail	
5.	Please confirm your organisation has (or would be willing to obtain if awarded the contract) Employers Liability Insurance sufficient to achieve the level of Employer's Liability Insurance required by law.	Y/N  Insurer: Policy Number: Extent of Cover: Expiry Date:	Pass/Fail  This question requires a yes answer, any other answer will fail and LLDC will not continue to evaluate your tender.	

\* Pass = The provision of the required information to a recognised accounting format to demonstrate evidence of meeting LLDC's minimum turnover requirement.

Fail = Failure to provide the required information in a recognised accounting format or provision of the required information that does not meet LLDC's minimum turnover requirement.

\*\* Pass = Confirmation that you will provide if required the information requested in a form approved by LLDC

Fail = Failure to provide confirmation or confirmation is not provided in a form approved by LLDC (with caveats or amendments).

	Question	Response	Score Available	Weighting
6.	<p>Please confirm your organisation has (or would be willing to obtain if awarded the contract) Public Liability Insurance to provide £10,000,000 Public Liability cover for each and every claim.</p> <p>If this insurance is already in place please provide details of this policy, along with a copy of the certificate.</p>	<p>Y/N</p> <p>Insurer: Policy Number: Extent of Cover: Expiry Date:</p>	<p>Pass/Fail</p> <p>This question requires a yes answer, if you cannot answer yes to this question, you will fail and LLDC will not continue to evaluate your tender.</p>	
7.	<p>Please confirm your organisation has (or would be willing to obtain if awarded the contract) Professional Indemnity Insurance for at least £10,000,000 Professional Indemnity cover for each and every claim, during the term of the contract and for a period of 12 years from practical completion.</p> <p>If this insurance is already in place please provide details of this policy, along with a copy of the certificate.</p>	<p>Y/N</p> <p>Insurer: Policy Number: Extent of Cover: Expiry Date:</p>	<p>Pass/Fail</p> <p>This question requires a yes answer, if you cannot answer yes to this question, you will fail and LLDC will not continue to evaluate your tender.</p>	
	<b>TOTAL</b>		10	100%

## Technical and Professional Capability

The questions below will be marked in accordance with the Evaluation Process and Evaluation Criteria set out on pages 78-86. For the avoidance of doubt, Applicants are reminded that LLDC will not set and will not evaluate Applicants against any minimum technical and professional capability requirements in relation to cost consultancy services.

	Question	Response	Score Available	Weighting
1.	Team Composition. Please see question 2 of the Submission Requirements on pages 63-65.	Eight pages of A4 maximum, hard and electronic copy in PDF format.	Maximum score available is 5.	50%
2.	Does your organisation, or where a consortium bid is submitted, at least one member of your consortium, hold a recognised quality management certificate (ISO9001 certificate or equivalent)?  If yes, please enclose a copy.	Y/N  Delete as appropriate Enclosed/ Not Enclosed	A "Yes" will score 10 and a "No" will score 1.	10%
3.	Please confirm you have a written health and safety at work policy, and confirm your organisation complies with health and safety legislation.	Y/N  Delete as appropriate Enclosed/ Not Enclosed	A "Yes" will score 10 and a "No" will score 1.	10%

	Question	Response	Score Available	Weighting
4.	Has any court/industrial/employment tribunal or equivalent body upheld a decision of unlawful discrimination against the Bidder in the last 2 years?	Y/N If yes, please provide details of mitigating factors	A "Yes" will score 1, unless mitigating factors are provided which demonstrate no risk to LLDC and a "No" will score 10.	10%
5.	Please confirm that you have an equal opportunities policy which ensures compliance with all anti-discrimination legislation, and sets out steps to treat all people fairly and equally. Please provide details of this equal opportunities policy.	Y/N  Delete as appropriate Enclosed/ Not Enclosed	A "Yes" will score 10 and a "No" will score 1.	10%
6.	Has any court/industrial/tribunal or equivalent body upheld a decision under Health & Safety Legislation against the Bidder in the last 2 years?	Y/N	A "Yes" will score 1 and a "No" will score 10.	10%
	<b>Total</b>		<b>55</b>	<b>100%</b>

## Relevant Experience and Understanding

The questions below will be marked in accordance with the Evaluation Process and Evaluation Criteria set out on pages 78-85.

	Question	Response	Score Available	Weighting
1.	Experience. Please see question 3 of the Submission Requirements on pages 63-65.	Eight pages of A4 maximum, hard and electronic copy in PDF format.	Maximum score available for this question is 5.	60%
2.	Understanding. Please see question 4 of the Submission Requirements on pages 63-65.	Three pages of A4 maximum, hard and electronic copy in PDF format.	Maximum score available for this question is 5.	40%
	Total		10	100%

# Evaluation Process

## Criteria for Pre-qualification:

### Mandatory Criteria

Applicants and other consortium members must confirm (i) that there are no mandatory or discretionary grounds for their exclusion from this procurement process in accordance with Part IV of the Regulations and (ii) their acceptance and agreement to be bound by the terms of the Declaration Form.

Applicants must confirm in their response to this PQQ that they comply with all applicable statutory requirements in all areas of their operation including insurance, health and safety, employment and non-discrimination.

### Conflicts of Interest

Each Applicant and each consortium member must notify the Contracting Authority in their response to this PQQ if they are aware of any actual or potential conflict of interest concerning the commercial, financial or other interests of the Contracting Authority and the Applicant and/or the consortium member, which may, or may be perceived by the public to, compromise the conduct of this procurement exercise and/or the performance of the Contract. If the Applicant and each consortium member believe there are no such conflicts of interest they must contain a statement to this effect in their response to the PQQ. The Contracting Authority reserves the right to reject responses from Applicants where a conflict of interest is viewed as affecting either or both the conduct of this procurement competition or the performance of the Contract. Applicants and other consortium members are under a continuing obligation to notify the Contracting Authority if circumstances change during this procurement exercise and any statements given to the Contracting Authority during this procurement exercise become untrue.



## **Financial and Economic Standing Information**

Applicants and other consortium members interested in being selected to participate in tendering for the Project must demonstrate the Financial and Economic Standing as set out in this EOI.

The Contracting Authority reserves the right to reject responses from Applicants and other consortium members who are unable to meet the criteria for Financial and Economic Standing.

## **Insurance Policies Information**

Applicants will be required to hold Insurance Cover as defined in this EOI. Applicants must confirm that, if successful, they will be capable of obtaining such cover at the time of entering into the Contract.

Applicants should be aware that the Contracting Authority reserves the right to require the Contractor to obtain insurance indemnity of a sum greater than noted in this EOI.

The Contracting Authority reserves the right to reject responses from Applicants who are unable to meet this criteria.

## **Evaluation of Applications**

Applications submitted will be evaluated after the closing deadline. The Contracting Authority will not consider responses submitted by any other means and/or after the closing deadline.

## Responses Required For Information Only

Certain elements of the PQQ request contact and general information about the Applicant and its other consortium members. This is intended to be background information only. Although some of this information may provide context for evaluators, the information submitted in response to such questions will not be evaluated.

## Evaluation

### Step 1: Completeness and Compliance check:

1. Establish whether all required information has been submitted before the closing deadline.
2. Establish whether the Applicant or other consortium members (and for the avoidance of doubt, this includes any cost consultants which are consortium members) shall be disqualified from this procurement exercise under the Mandatory Criteria above.

Only responses which have not failed on one or more of the grounds set out above will proceed to steps 2 and/or 3 below.

### Step 2: Financial Due Diligence

- Analysis of the financial information provided by Applicants and the other consortium members in their response.
- Financial due diligence will be conducted on the solvency and financial strength of the Applicant, all other consortium members (and for the avoidance of doubt, this includes any cost consultants which are consortium

members) and/or parent or ultimate holding companies if relevant. LLDC intends to undertake Dunn & Bradstreet checks on the Lead Consultant only, but reserve the right to undertake financial checks on all consortium members.

**Lead Consultant applicants must be able to demonstrate the following;**

- a) A minimum annual turnover in each of the last three consecutive years of £25 million GBP or equivalent financial performance in the Applicant's reporting currency or equivalent proof of financial standing.
- b) In the case of a consortium bid, the combined minimum annual turnover of the Applicant and other consortium members in each of the last three consecutive years must be no less than £25 million and the minimum annual turnover of the Lead Consultant must be no less than £5 million GBP or equivalent financial performance in reporting currency or equivalent proof of financial standing.

Only responses which have not failed on one or more of the grounds set above will proceed to the Dunn & Bradstreet stage.

- c) The Contracting Authority will undertake a check of each Applicant's financial strength. That check will be Failure Score for each Applicant. The Contracting Authority will require each Applicant to achieve a minimum Dunn & Bradstreet Failure Score of 50 or above. Failure Scores between 1 and 20 may be automatically excluded from further consideration and scores between 21 and 49 may be the subject of further checks and

clarification, before LLDC determines whether the applicant has passed (no risk to LLDC) or failed (the information demonstrates that the applicant does not have financial standing and poses a risk to LLDC). A failure score of 50 or above is a pass.

If this information is not available from Dunn & Bradstreet for a particular Applicant, the Contracting Authority will undertake alternative checks as appropriate to establish an equivalent measure of that Applicant's financial strength, which will involve reviewing the information provided in response to questions 3(a), 3(c) inclusive on pages 72-73.

- d) All Applicants will need to confirm that they have the required Insurance Covers or that they are able to obtain them, in case they are successful.

### **Step 3: Assessment of Relevant Experience/Capability**

Only responses which have not failed on one or more grounds set out above will proceed to step 3.

Evaluation of the technical capability and relevant experience of an Applicant and its other consortium members (other than cost consultants), on the basis of your response to questions 2 to 4 on pages 63-65.

As already indicated earlier in this document, LLDC will not set and will not evaluate Applicants against any minimum technical and professional capability requirements in relation to cost consultancy services. Accordingly, Applicants are not required to demonstrate that they meet any minimum standards of technical and professional capability as regards cost consultancy services.

# Evaluation Criteria

Responses to the PQQ will be scored in accordance with the selection criteria set out in this section.

## Summary

Practice Information: Must be completed, but will not be scored.

**Mandatory Grounds for Exclusion:** Failure to answer “no” to these questions may result in your PQQ being rejected and not evaluated further.

**Financial:** Questions marked as mandatory pass/fail criteria must be answered such as to meet the ‘pass’ requirements - failure to do so will lead to your PQQ not being assessed further. Remaining questions will be assessed in accordance with the Scoring Approach on pages 85-86.

**Technical and Professional Capability:** Responses will be assessed in accordance with the Scoring Approach on pages 85-86.

**Relevant Experience and Understanding:** This section will be assessed in accordance with the Scoring Approach on pages 85-86.

## Summary of Score Awarded

The following criteria will be used to select a shortlist of 5 bidders. The top 5 scoring bidders will be invited to tender.

Criteria	Total Score available for this section	Weighting (%)
Ability to meet essential financial and economic standing for the commission, based on the Financial and Economic Standing section of the PQQ.	10	15%
Technical and professional capability of the proposed team, including team composition, based on the Technical and Professional Capability section of the PQQ.	55	50%
Overall experience and understanding and examples of previous work, including the ability to deliver to specification, budget and programme, based on the Relevant Experience section of the PQQ.	10	35%
<b>TOTAL</b>	<b>75</b>	<b>100%</b>

## Scoring Approach

The following scoring approach will be used to award the scores for each of the written response questions:

Score	Classification of Score	Reason for Classification
0	Unacceptable	Failure to reply or the response has no relevance to the question asked.
1	Poor and below requirements	Gaps or lack of justification. Fails to demonstrate resources, relevant experience or track record.
2	Satisfactory response but does not meet all requirements	The question is answered satisfactorily overall relevant resources, experience or track record lack sufficient detail or explanation.
3	Satisfactory response that meets most requirements	The question is answered satisfactorily for the most part in relation to relevant resources, experience or track record but some aspects lack detail.
4	Good	The response demonstrates good resources, and relevant experience and track record.
5	Excellent	The response demonstrates excellent resources, and relevant experience and track record.

## Evaluation Procedure

During the evaluation each evaluator will separately scrutinise the quality of answers given by bidders in their PQQ response. Evaluators will apply the criteria applicable to the question to determine the overall quality of each answer.

Each evaluator will allocate a mark in accordance with the scoring approach applicable to that question.

LLDC may undertake moderation before each evaluator's mark will be added together and then weighted as set out for each section. These scores will be combined as set out.

Scores will be rounded to two decimal places.



# Submission Form

Competitors MUST complete the following form and attach it to the FRONT of their submission:

## Queen Elizabeth Olympic Park's Culture and Education Quarter Design Competition

Registration number: \_\_\_\_\_

Competitors will have received this by registering for the competition on the website:

<http://competitions.malcolmreading.co.uk/queenelizabetholympicpark/>

Name of Team Lead: \_\_\_\_\_

Names of all Collaborators:

Company Name

Role (e.g. architect,  
landscape architect)

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

# Declaration Form

The following declaration should be completed by the lead consultant only.

I declare that to the best of my knowledge the answers submitted in response to this EOI and any supporting documents are true and correct. I understand that the information will be used in the process to assess our suitability to be invited to tender for the LLDC's requirements. I acknowledge that LLDC may reject this EOI and/or disqualify this team from the procurement process if there is a failure to answer all relevant questions fully or if I/we provide false/misleading information.

I confirm (please tick) that our submission includes:

- 1. Completed 1-5 of Submission Requirements (pages 63-65)
- 2. USB memory stick with PDF files (obligatory)

Signed \_\_\_\_\_

Name \_\_\_\_\_

Position (Job Title) \_\_\_\_\_

On behalf of \_\_\_\_\_

Date \_\_\_\_\_

Telephone number \_\_\_\_\_



[competitions.malcolmreading.co.uk/queenelizabetholympicpark](https://competitions.malcolmreading.co.uk/queenelizabetholympicpark)

