

HATHERLEY MEWS REDEVELOPMENT

Brief for the Provision of Architectural Design Services for Redevelopment of Hatherley Mews

Overview & Context

The London Borough of Waltham Forest (the “Authority”) is seeking to appoint a highly experienced Architect / Design Practice to undertake RIBA stages 0-3 (Strategic Definition/Preparation and Brief /Concept Design and Spatial Co-ordination) for the redevelopment of The Tramworks (Hatherley Mews).

This work will include visual and conceptual translation of the Client’s vision of developing this unique space as a centre for a creative workspace supported by hospitality spaces, complemented by the launch of adjacent EMD Theatre Walthamstow and the increased businesses and employment activity they will bring to Walthamstow Town Centre and its night-time economy and daytime offer.

About The Tramworks (Hatherley Mews)

The Tramworks was built circa. 1880, comprising two 2 storey Victorian terraced blocks originally built as Stables and repair workshops for London’s Trams. Situated in Hatherley Mews E17, it is close to central Walthamstow shopping and transportation links. The site comprises of a mix of Business, Commercial and residential units varying in size. The accommodation is currently divided into a mix of 28 commercial and office units plus 11 residential units. The commercial units are arranged as a mix of small offices, some of which form the Business Centre, and self-contained suites which front Hatherley Mews itself. The commercial units have mainly been let for office use, however in recent years around 50% of new tenants are in the creative and cultural sectors, and 20% in food and beverage. Interest in the larger suites now comes predominantly from occupiers in the creative and cultural sectors.

Adjacent to the Tramworks, is the EMD Theatre, which is currently going through a huge transformation and is scheduled to launch in Spring 2024. Partnered with Soho Theatre, this development is expected to bring increased footfall to the area and stimulate additional growth in Walthamstow’s local economy.

Vision

The Council’s vision is to make the Tramworks a vibrant and exciting destination in Walthamstow, whilst retaining the historic and cultural heritage of units and public area and ensuring accessibility. It is envisaged that this could be done through a mix of new and existing hospitality spaces, creative enterprises, retail and workspaces and creation of an outdoor seating space.

The vision for Tramworks is to create a thriving business environment providing a space for the Borough’s creative and cultural sector, as well as leisure and hospitality businesses. The following

are the key redevelopment objectives that are important for the success of any proposals for the site:

- Preserving the cultural heritage of the mews and its unique character and intimate scale, reinforcing community's sense of place
- Supporting opportunities for local creative enterprises to work, make, exhibit and trade.
- Creating additional jobs for local people through local creative enterprises.
- Providing access to culture, leisure, and wellbeing through yoga & health space.
- Improved sustainability and investment in carbon reduction.
- Maximising commercial returns from the investment asset by making the space fit for purpose, curation of tenants and innovative revenue structures to share risk and reward with tenants.
- Complement public realm improvements by contributing to a safe and welcoming space, both day and night
- Complement other creative/cultural uses and contribute to establishing a Walthamstow Cultural Quarter around Hoe Street
- Help establish an inspiring working environment, generating community cohesion and encouraging collaboration with neighbouring cultural/creative businesses/venues
- Modernise the site by investing in refurbishment of business space & external parts to attract the desired type of businesses
- Rationalise existing uses and create more commercial and retail space by converting inadequate residential space to commercial Improve occupancy rates and rental income
- Preserve, whenever possible, the historical architectural value of the facades and other elements of the mews
- Consider changes or options to help draw public from The Scene/High Street and Hoe Street, increasing footfall complementing uses (not competing)
- A need through the visioning to identify a business model that attracts a mix of tenants to ensure the space has a successful day and evening/night economy. In relation to this paying particular attention to businesses on the ground floor and their contribution and activation onto the mews.

Phase 1 of Works to The Tramworks (Hatherley Mews)

As a means to move towards this vision The Council as a part of the delivery of the works to EMD Theatre has already developed a phase 1 of proposals and will be delivering them in Summer 2023 to make improvements to Hatherley Mews. Within this phase of works the following four elements have been programmed to align with completion and opening of Soho Theatre:

- Re-surfacing to provide enhanced and level paving from Hoe Street to stage door
- Improved lighting of the underpass accessed from Hoe Street and catenary lighting across the mews
- Re-painting of the Hoe Street underpass and mural
- New camera-controlled traffic management measures to control deliveries and access

Below are some visualisations of the phase 1 Lighting and Pavement works produced by Publica Associates Ltd.



Design Brief

The Council invites submission of quotations for the provision RIBA stages 0-3 for the redevelopment of the site to inform a detailed brief for future design proposal, with option of signing off at each stage. It is a requirement that the development of the Tramworks meet the Council's 15 Minute Neighbourhood initiative and commitment to create a new Destination for Walthamstow as set out in the Destination Business Plan attached at Appendix 1 and support local creative enterprises. The proposals need to ensure that they are realistic in terms of the quantum and type with particular focus on ground floor interfaces and the following:

- Working alongside the new Soho Theatre Walthamstow, whilst being a standalone cultural and creative destination in its own right and a unique space in the town centre.
- Predominantly a night-time economy offer, but with a strong complimentary daytime offer
- Sectors including creative workspace, food, drink, maker/retail, service retail, workshops, events, health and wellness
- Refreshing units, assessing suitability for use, upgrading M&E to appropriate levels eg water and energy supply if required, revitalizing shopfronts, maximizing the number of units available for commercial use
- Shell and core + fit out of units where owned by the council
- Activation of street through outdoor seating, planting, lighting, artwork, potential pedestrianization and permeable shopfronts. Ground floor frontage should be designed to encourage interaction and activation at street level (e.g., also containing public facing facilities).
- Retaining of the building and the cultural heritage of units and public areas, whilst ensuring accessibility to all units to complement works to the public realm.
- Particular attention should be given to using materials sympathetic to the local character and to rationalising frontages, shutters, entrances, and windows, contributing to restoring cohesion across architectural lines and design features and consequently to

guaranteeing a consistent and unified look and feel. Efforts should be made to establish visual order across all stories of the mews

- A clear and distinctive shopfront branding could be considered.
- Options for new reconfiguration of internal spaces and entrances should consider the improved public realm and possible connection with outdoor space. They should also reflect the current demand of creative/cultural spaces and guarantee the size and type of space to allow for a good mix of businesses and leases.
- Review and consider how the business model developed for this project can support the delivery of additional affordable workspace in accordance with policy and the Council's recent Affordable Workspace and Economy Study (Please refer to Appendix 3).
- Interface with other works being carried out by the Council, which includes essential Fire stopping works and new Thames Water mains connection and how this affects the proposals put forward.
- Consider constraints such as SBD, Fire Strategy, existing ASB, parking and delivery arrangements and waste management collection
- Sustainability, BREEAM (including whole life-cycle carbon assessment, 15-minute neighbourhood initiative
- Planning & Building control and Conservation considerations
- Accessibility requirements

Current tenants

The Mews has an established community of existing businesses which are already contributing to the attractiveness of the space and the development of the area as a community and creative hub. The Council is keen that the local community is fully engaged throughout the work stages identified in the brief and that their views and ideas directly inform the proposals which come forward.

Budget

Funding has been earmarked for this project with a deadline on spend of March 2025. The budget for works is £3.8m (which includes firestopping and refurbishment works, professional and project management fees etc).

Outputs

The Council is looking to appoint a team with multi-disciplinary design services to develop proposals from RIBA stage 1-3 that fulfils and interprets the vision of the council to provide a high-quality destination whilst maintaining the character of the area

We would expect the bidding team to provide the following services:

- Architect, Principal Designer, Lead Designer (CDM and Health & Safety)
The Architect will also be responsible for coordination and management of the commission and the multidisciplinary design team members

- Interior Design, Space planning and design services (including staff engagement)
- Development Advice /Viability
- Landscape architecture for areas surrounding the buildings in question.
- Transport Consultant
- Mechanical, Electrical & Public Health Engineer
- Civil & Structural Engineer
- Acoustic Engineer.
It is envisaged that the Acoustician will address workplace acoustics in collaboration with the interior design and space planning elements
- Fire engineering services
- Surveys & Investigations management
The MDDT will recommend to LBWF the required/ appropriate/ prudent surveys and investigations which LBWF should undertake. Depending on the type of survey/ investigation, the MDDT may be instructed to procure and carry out the survey/ investigation.

In any event, it will be the responsibility of the MDDT to scope the survey/ investigation and manage its delivery, ultimately securing the appropriate collateral warranty where required.

- General security, Counter terrorism design advice
- (Town & Country) Planning Consultant
To undertake any/ all activities to secure the required planning permission(s)/ listed building consent(s), including community engagement and public consultation (and production of any associated materials), preparing the Statement of Community Involvement, delivering the Transport/ Traffic Impact Assessment etc.
- Heritage Consultant
- Sustainability/BREEAM Consultant

The MDDT will be expected to lead the design process, manage the design team and oversee consultation sessions. The Council will appoint a Quantity Surveyor/Employer's Agent to work closely with the project team throughout the design, planning and construction process.

Summary of Key Outputs:

RIBA Stage 0/ 1

- Comprehensive review of the Brief
- Develop a Vision for the site based on viability and research
- Research history/context/area/other successful similar developments
- A site analysis to identify key building fabric constraints, planning issues and reuse opportunities of the existing buildings;
- Design options for the development of the site
- Prepare list of outputs for RIBA Stage 1.
- Identify Statutory and Planning Stakeholder and propose engagement strategy.
- Propose comprehensive delivery programme.
- Set out list of surveys required
- Agree budget
- Risk register
- Identify local /community stakeholders & propose engagement strategy.
- Development/Viability Assessment - To develop an option appraisal of the potential associated business modelling and operational analysis for Hatherley Mews to evidence demand and inform the spatial requirements and specification required to support the feasibility options to be developed. This is to include a swat analysis of the potential option to enable the Council to take an informed decision around the option to proceed with.
- RIBA Stage 1 report

RIBA Stage 2

- Review of the (Town & Country) Planning constraints and opportunities and the development of an integrated and detailed (Town & Country) Planning programme to secure Planning Permission
- Develop Concept Design (RIBA Stage 2), from RIBA Stage 1 including updated CGIs, floor plans, elevations etc,
- Provide consultants design and input

- Further develop, in relation to the agreed concept design, business modelling and operational analysis to produce a detailed asset management plan for review and approval
- BREEAM strategy
- Provide Sustainability strategy
- Update survey schedule
- Undertake identified statutory and planning engagement Pre-application meetings
- Undertaking identified public engagement as identified in RIBA stage 1
- Finalise community and stakeholder engagement including at least:
 - Two engagement workshops with current businesses & Soho Theatre?
 - Two (2) public exhibitions/ consultation events including event information boards, images/ renders, associated text, event staffing

(For the sake of pricing, bidders should allow for five (5) presentation quality A0-sized information boards, each including at least one high-quality rendered image)
- Provide Stage 2 Cost budget
- Risk Register
- RIBA Stage 2 Report

RIBA Stage 3

This Stage will be the production of Developed Design proposals including, including the basis for a full planning application. Expected outputs are:

- Detailed Designs, including spatial coordination of designs
- Outline Specification
- In accordance with the developed design review and update to produce a final asset management plan
- Conduct market research to identify a pipeline of potential local end users for the commercial
- BREEAM 'Very Good' tracker
- Statement of expectations, and performance and quality criteria against which the scheme may be assessed

- Scheme design report
- Complete delivery of detailed planning application and determination including but not limited to:
 - Transport/ Traffic Impact Assessment
 - Any and all statutory approvals (not only engagement) which may support/ underpin the planning permission
 - Attendance at planning authority/ highways / planning committee site visits and meetings
 - All documentation required for a successful planning application.
- Sustainability objectives and framework, including more detailed M&E proposals
- Following sign off Planning Drawings, Production of Tender documents for the procurement of Contractors, including but not limited to:
 - Prepare an Employers Requirements document to accompany the coordinated drawing package this must include:
 - A Project Overview
 - Scope of services required, including identification of elements requiring contractor design.
 - The form of contractor's proposals required.
 - Format required for the contract sum analysis.
 - Procedures that will be adopted upon award of the contract.
 - Parts of the strategic brief (or project brief if this has been developed).
 - Prescriptive an/or performance specifications as necessary for the proposed design.
 - Site information.
 - Existing design drawings (if they exist), or perhaps an existing building information model.
 - Programme and delivery process (including phasing).
 - Proposed form of contract, perhaps including a model enabling amendment making a BIM protocol part of the contract documents.
 - Procedures for inspection, testing, commissioning and handover.
 - Summary of statutory approvals obtained and information about any existing approvals or consultations.
 - Design liability.
 - Requirements for warranties.
 - Professional indemnity and other insurance requirements.
 - Allocation of risk.
 - Requirements for samples and items for comment or approval.
 - Pre-construction Information.

- Client policies (such as environmental or health and safety policies).
 - Collaborative practices.
 - Employer's information requirements for building information modelling.
 - Request for details of named or nominated sub-contractors
 - Any requirement for consultants to be novated or switched to the contractor once the contract has been executed
- Design statements
 - Drawings
 - Accommodation schedules if required
 - RIBA Stage 3 report

Appendices

Please refer to

- Appendix 1, (Extract from Destination Business Plan)
- Appendix 2 (Outline of the Client Vision and objectives)
- Appendix 3 (LBWF Workspace & Economy Study)
- Appendix 4 (Site Plan)

Bid costs

The Authority will not be liable for any bid costs, expenditure, work or effort incurred by a Bidder in proceeding with or participating in this procurement, including if the procurement process is terminated or amended by the Authority.

Terms and Conditions

The successful Architect would be expected to enter into contract with The Authority using the standard Pro-Contract terms and conditions, including insurances

Evaluation

Tenders will be evaluated against the evaluation methodology set out below. The successful Tender will be selected on the basis of the evaluation criteria specified below as on Pro Contract.

Criteria	Weighting
Quality	60%
<i>Made up of:</i>	
Ability to Meet Requirements	20%

Understanding of the Requirement Request	15%
Delivery Methodology and Milestones	10%
Delivery Team	10%
Social Value	5%
Price	40%

All quality criteria will be scored as per the scoring matrix below, with a maximum score of 4marks.

The client shall not be bound to accept any Tender received or to award any contract pursuant to this Requirement.

Quality Questions

The quality evaluation responses must be submitted through the Pro Contract system.

Responses must **not** exceed the page count limit for that particular question or include any embedded documents unless specifically requested. In the event that a response exceeds the page limit stated for that particular question then all content that follows the maximum will be disregarded and will not be evaluated.

Diagrams and tables are acceptable and will not be included as part of the word count but **will** count as part of a maximum page count. For clarity, you should refrain from including explanatory text within tables.

Attachments: **Please ONLY insert attachments where specified.** Please only attach documents to the questions as specified by the authority. If you **only** insert an attachment to a question that requires a text response, please note your response to the question will NOT be marked.

Evaluation Stage 1 – Quality

1. Ability to Meet Requirements (20%)

Reference	Question	Weighting	Submission Limit
Q1.1	Please set out your team's experience and expertise in projects of a similar scale and type.	10%	No more than three (3) relevant case studies (each no more than two (2) sides of A4 (or equivalent) in length).

Q1.2	In addition, please summarise, in matrix diagram format, your team members' relevant experience in similar projects	10%	No more than one (1) side of A4 (or equivalent)
Q1	<i>Sub Total</i>	20%	<i>No more than seven (7) sides of A4 (or equivalent)</i>

2. Understanding of the Requirement Request (15%)

Reference	Question	Weighting	Submission Limit
Q2.1	Please set out the key constraints, opportunities and risks facing LBWF in delivering the redevelopment of Hatherley Mews	15%	No more than two (2) sides of A4 (or equivalent) in length).
Q2	<i>Sub Total</i>	15%	<i>No more than two (2) sides of A4 (or equivalent)</i>

(Please note that this response should be no more than 3 sides of A4 paper)

3. Delivery Methodology and Milestones (10%)

Reference	Question	Weighting	Submission Limit
Q3.1	<p>Please set out all RIBA Stage 3 deliverables in a week-by-week programme, showing how they will be delivered and by whom. Include critical interdependencies in control of others and identify key stakeholder inputs where appropriate.</p> <p>Please also set out the priority deliverables for later stages, articulating the critical sequences.</p>	5%	No more than two (2) sides of A4 (or equivalent) in length).
Q3.2	Please set out your commission delivery plan, demonstrating how you will incorporate constructive	5%	No more than two (2) sides of

	stakeholder engagement/ management, technical risk management and any other project delivery-critical activities.		A4 (or equivalent) in length).
Q3	<i>Sub Total</i>	10%	<i>No more than four (4) sides of A4 (or equivalent)</i>

4. Delivery Team (10%)

Reference	Question	Weighting	Submission Limit
Q4.1	Please identify your team in a readily understandable format, identifying the key service/ discipline and organisation of each individual.	5%	No more than two (2) sides of A4 (or equivalent) in length).
Q4.2	Please provide a succinct, one-page CV for each service/ discipline lead and each service/ discipline day-to-day deliverer. Please demonstrate each individual's relevant experience, reflecting your response to Question 1, above, in particular.	5%	No more than twenty-four (24) sides of A4 (or equivalent) in length).
Q4	<i>Sub Total</i>	10%	<i>No more than twenty-six (26) sides of A4 (or equivalent)</i>

5. Social Value (5%)

Reference	Question	Weighting	Submission Limit
Q5.1	Please set out any Additional Social Value that can be offered through delivering this commission	5%	No more than one (1) side of A4 (or equivalent) in length).

Evaluation Stage 2 – Price (40%)

Pricing will be scored on below:

Reference	Question	Weighting
Pricing	Lump Sum Fee Proposal	40%

1. Pricing 1: Lump Sum Fee (40%)

Tenderers are required to propose:

- A lump sum fee for each required service for each RIBA Stage from (and including) RIBA Stage 1 to (and including) RIBA Stage 3.
- A comprehensive resource plan for the stage.

The lowest price will be awarded 40%.

The lump sum fee for RIBA Stages need not be calculated explicitly from the populated resource schedule and fee rates.

Lump sum fees should not exceed tender amount.

Lump Sum fees will be evaluated on a proportional scored basis as per the equation below where the lowest tendered price will be awarded the full score of 60% using the formula below.

$$\frac{\text{Lowest price bid} \times \text{price weighting}}{\text{Price of tender being evaluated}} = \text{Price score}$$

Tender Period Queries

All tender period queries should be addressed in writing via Pro-Contract portal.

Procurement Timetable

Key Activities	Date
Expression of Interest	30 May -5 June (1 week)
Tender	6 June – 4 July 2023 (4 weeks)
Appointment	25 July 2023 (3 weeks)
RIBA Stage 0/ 1	3 Oct 2023 (10 weeks)

Client Sign off	24 Oct 2023 (3 weeks)
RIBA Stage 2	23 Jan 2024 (12 weeks)
Client Sign off	13 Feb 2024 (3 weeks)
RIBA Stage 3	May 2024 (3 months)
Client Sign off	June 2024 (3 weeks)

Key Contacts	<p>Will Teasdale, Director Area Regeneration Delivery (SRO)</p> <p>James Leay – Corporate Director of Destinations</p> <p>Hannah Dalglish – Director of Capital Delivery</p> <p>Jon Hiscock - Corporate Capital Programme Manager</p> <p>Peter Mitchell - Director of Commercial Estate & Investment</p> <p>Philip Prince – Strategic Asset Manager</p> <p>Michele Pertaub – LBWF Capital Delivery (Project Manager)</p>
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