



DATED 28TH OCTOBER 2019

INVITATION TO SUBMIT PROPOSALS

OPEN PROCEDURE

<p>PROPOSAL FOR: Provision of consultancy services to develop the Kingston Town Centre Vision 2035 strategic framework document.</p>
<p>PROPOSAL RETURN DATE AND TIME (DEADLINE): 16.00 on 26th November 2019.</p>

CONTENTS

PARAGRAPH

INTRODUCTION AND BACKGROUND	3
Contents of the ITSP	3
Purpose and scope of this ITSP	3
Introduction To The Authority	3
Procurement Process	3
Scope Of The Project	4
Value Of The Contract	4
Contract Term	4
Clarifications About The Services Or ITSP	4
Clarifications About The Contents Of The Proposals	4
PROCUREMENT TIMETABLE	5
Key Dates	5
Deadline For Receipt Of Proposals	5
Clarification Meetings	5
Contract Award	5
Debrief	6
PROPOSAL COMPLETION INFORMATION	7
Formalities	7
Submission of Proposals	8
Contract Terms	8
Documents Forming The Contract	8
Consortia and Subcontractors	8
Warnings and Disclaimers	9
Confidentiality and Freedom of Information	9
Publicity	9
Bidder Conduct and Conflicts of Interest	10
Authority's Rights	10
Bid Costs	10
Insurance	11
PROPOSAL EVALUATION MODEL	12
Award Criteria Evaluation	12
Evaluation Process - Cost (30%)	13

1. INTRODUCTION AND BACKGROUND

1.1 Contents of the ITSP

This invitation to submit proposals (**ITSP**) comprises:

- Proposal completion requirements
- Evaluation model
- Service Specification (Appendix A)
- Background and contextual information (Appendix B)
- Method Statement (Appendix C)
- Pricing Schedule
- Resource Plan
- Draft contract and schedules

All of the above are available to download on Procontract.

1.2 Purpose and scope of this ITSP

This ITSP:

- Asks Bidders to submit their proposals in accordance with the instructions set out in the remainder of this ITSP.
- Sets out the overall timetable and process for the procurement to Bidders.
- Provides Bidders with sufficient information to enable them to submit a compliant Proposal (including providing templates where relevant).
- Sets out the Award Criteria and the Proposal Evaluation Model that will be used to evaluate the Bidders.
- Explains the administrative arrangements for the receipt of Proposals.

1.3 Introduction To The Authority

The Council's vision, values and strategic objectives are set out in the Council's Corporate Plan 2019-2023. This can be downloaded from the Council's website: <https://www.kingston.gov.uk/corporateplan>

1.4 Procurement Process

The Authority is conducting the procurement using the open procedure in accordance with the requirements of the Public Contracts Regulations 2015 (*SI 2015/102*) (PCR 2015) for the purpose of procuring the services described in the Service Specification (**Services**).

This ITSP contains information about the procurement process, the Services, and assessment questions for Bidders to complete. Each Bidder's response (**Proposal**) should be detailed enough to allow the Authority to make an informed selection of the most appropriate solution.

1.5 Scope Of The Project

- (a) Please see the Service Specification in Appendix A for details of the service required under this contract (also available for download on Procontract).
- (b) A long term overarching vision for Kingston Town Centre does not currently exist and so this contract will not be replacing an existing one.

1.6 Value Of The Contract

The maximum value of this contract is **£120,000**.

Details of current expenditure or potential future uptake are given in good faith as a guide to past purchasing and current planning to assist you in submitting your Proposal. They should not be interpreted as an undertaking to purchase any goods or services to any particular value and do not form part of the Contract.

1.7 Contract Term

The Authority proposes to enter into one contract with the successful Bidder (**Service Provider**) for maximum period of **27 weeks**. The anticipated commencement date is **16th December 2019**, and the Service Provider will have until **26th June 2020** to complete this commission.

The Authority may at its discretion extend the Contract for a further period of up to **six months**.

1.8 Clarifications About The Services Or ITSP

Any clarifications relating to this ITSP must be submitted through the e-tendering portal. The Authority will respond to all reasonable clarifications as soon as possible through publishing the Bidder's questions and the Authority's response to them on the e-tendering portal (**Clarifications Log**). If a Bidder wishes the Authority to treat a clarification as confidential and not issue the response to all Bidders, it must state this when submitting the clarification. If, in the opinion of the Authority, the clarification is not confidential, the Authority will inform the Bidder and it will have an opportunity to withdraw it. If the clarification is not withdrawn, the response will be issued to all Bidder's.

The deadline for receipt of clarifications relating to the Services or this ITSP is set out in paragraph 2.

Bidder's are advised not to rely on communications from the Authority in respect of the Services or ITSP unless they are made in accordance with these instructions.

1.9 Clarifications About The Contents Of The Proposals

The Authority reserves the right (but is not obliged) to seek clarification of any aspect of a Bidder's Proposal during the evaluation phase where necessary for the purposes of carrying out a fair evaluation. Bidders are asked to respond to such requests promptly. Vague or ambiguous answers are likely to score poorly or render the Proposal non-compliant.

2. PROCUREMENT TIMETABLE

2.1 Key Dates

This procurement will follow a clear, structured and transparent process to ensure a fair and level playing field is maintained at all times, and that all Bidders are treated equally.

The key dates for this procurement (**Timetable**) are currently anticipated to be as follows:

Milestone	Date
Tender documents available to bidders	Monday 28th October 2019
Deadline for receipt of clarifications	16.00 on Friday 15th November 2019
Deadline for responses to clarifications	16.00 on Wednesday 20th November 2019
Deadline for receipt of Proposals	16.00 on Tuesday 26th November 2019
Evaluation of Proposals	Wednesday 27th November - Friday 6th December 2019
Clarification meetings (TBC)	Tuesday 3rd & Wednesday 4th December 2019.
Award by Council	Wednesday 11th December 2019
Contract start and start of mobilisation period	Monday 16th December 2019
Target service commencement date	Monday 16th December 2019

Any changes to the procurement Timetable shall be notified to all Bidders as soon as practicable.

2.2 Deadline For Receipt Of Proposals

Responses to this ITSP must arrive in the manner prescribed under paragraph 3.1 no later than the Deadline (16.00 on Tuesday 26th November 2019). Any Proposal received after the Deadline shall not be opened or considered. The Authority may, however, in its own absolute discretion extend the Deadline and in such circumstances the Authority will notify all Bidders of any change.

2.3 Clarification Meetings

Bidders **may** be invited to meet with representatives of the Authority for the purpose of clarifying aspects of their Proposals, as set out in the Timetable. You should keep these dates (Tuesday 3rd & Wednesday 4th December 2019) free in case you are asked to attend.

The names and positions of those attending from the Authority will be notified to all Bidders in advance of the presentation.

2.4 Contract Award

The Authority may award Contract(s) on the basis of a Proposal submitted in accordance with the instructions set out in this Invitation To Submit Proposals.

Contract award is subject to the formal approval process of the Authority. Until all necessary approvals are obtained and the standstill period completed, no Contract(s) will be entered into.

2.5 Debrief

The contract award notification will be sent to each Bidder. The Authority will inform all unsuccessful Bidders of the identity and relative advantages and characteristics of the successful Proposal as compared with the addressee's Proposal.

3. PROPOSAL COMPLETION INFORMATION

3.1 Formalities

All documents comprising the Proposal must be completed and uploaded to the e-tendering portal by the Deadline.

The following requirements must be adhered to when submitting Proposals:

- The pages of any Proposal documents uploaded to the e-procurement portal must be numbered sequentially as "Page [x] of [xx]" and include the date and title of the document on each page of the main body.
- Any additional pre-existing material which is necessary to support the Proposal should be included as schedules with cross-references to this material in the main body of the Proposal. Cross-references to this ITSP should also be included in the Proposal whenever this is relevant.
- Where documents are embedded within other documents, Bidders must upload separate copies of the embedded documents.
- The Proposal must be in English and drafted in accordance with the drafting guidance set out in this ITSP.
- Each Proposal must be uniquely named or referenced.
- The Proposal must be fully cross-referenced.
- A list of supporting material must be supplied.
- Bidders should use Arial size 11 font.
- Line spacing must be single or more.

The Proposal must be clear, concise and complete. The Authority reserves the right to mark a Bidder down or exclude them from the procurement if its Proposal contains any ambiguities, caveats or lacks clarity. Bidders should submit only such information as is necessary to respond effectively to this ITSP. Proposals will be evaluated on the basis of information submitted by the Deadline.

The Bidder must upload a duly executed Form of Proposal, the template of which is included in the Proposal Documents available on the e-procurement system.

Where the Bidder is a company, the Proposal must be signed by a duly authorised representative of that company. Where the Bidder is a consortium, the Proposal must be signed by the lead authorised representative of the consortium, which organisation shall be responsible for the performance of the Contract. In the case of a partnership, all the partners should sign or, alternatively, one only may sign, in which case he must have and should state that he has authority to sign on behalf of the other partner(s). The names of all the partners should be given in full together with the trading name of the partnership. In the case of the sole trader, he should sign and give his name in full together with the name under which he is trading.

3.2 Submission of Proposals

Each Bidder must submit one Proposal. The Proposal must meet the Authority's minimum requirements, operate as a standalone bid and not be dependent on any other bid or any other factors external to the Proposal itself. That is, the Proposal must be capable of being accepted by the Authority in its own right.

3.3 Contract Terms

The draft Contract that the Authority proposes to use is included in the Proposal documents on the e-portal system. By submitting a Proposal, Bidders are agreeing to be bound by the terms of this ITSP and the Contract without further negotiation or amendment.

If the terms of the Contract render the proposals in the Bidder's Proposal unworkable, the Bidder should submit a clarification in accordance with paragraph 1.10 and the Authority will consider whether any amendments to the Contract is required. Any amendments shall be published through the Clarifications Log and shall apply to all Bidders. Where both the amendment and the original drafting are acceptable and workable to the Authority, the Authority shall publish the amendment as an alternative to the original drafting. Bidders should indicate if they prefer the amendment; otherwise the original drafting shall apply. Any amendments which are proposed, but not approved by the Authority through this process, will not be acceptable and may be construed as a rejection of the terms leading to the disqualification of the Proposal.

3.4 Documents Forming The Contract

The following documents shall form part of the Contract between the Authority and the Service Provider(s):

- Contract and its schedules
- Service Specification
- Schedules (such as service levels, site plans, asset lists, contracts list, list of transferring employees, relevant policies and so on)
- The Pricing Schedule (as completed by the Service Provider)
- A Resource Plan (as completed by the Service Provider)
- Responses to method statement questions (as completed by the Service Provider).

3.5 Consortia and Subcontractors

The Authority requires all Bidders to identify whether and which subcontracting or consortium arrangements apply in the case of their Proposal, and in particular specify the share of the Contract it intends to sub-contract, any proposed sub-contractors, and precisely which entity they propose to be the Service Provider.

For the purposes of this ITSP, the following terms apply:

- **Consortium arrangement.** Groups of companies come together specifically for the purpose of bidding for appointment as the Service Provider and envisage that they will establish a special purpose vehicle as the prime contracting party with the Authority.

- **Subcontracting arrangement.** Groups of companies come together specifically for the purpose of bidding for appointment as the Service Provider, but envisage that one of their number will be the Service Provider, the remaining members of that group will be subcontractors to the Service Provider.

3.6 Warnings and Disclaimers

While the information contained in this ITSP is believed to be correct at the time of issue, neither the Authority, its advisors, nor any other awarding authorities will accept any liability for its accuracy, adequacy or completeness, nor will any express or implied warranty be given. This exclusion extends to liability in relation to any statement, opinion or conclusion contained in or any omission from, this ITSP (including its appendices) and in respect of any other written or oral communication transmitted (or otherwise made available) to any Bidder. This exclusion does not extend to any fraudulent misrepresentation made by or on behalf of the Authority.

If a Bidder proposes to enter into a Contract with the Authority, it must rely on its own enquiries and on the terms and conditions set out in the Contract(s) (as and when finally executed), subject to the limitations and restrictions specified in it.

Neither the issue of this ITSP, nor any of the information presented in it, should be regarded as a commitment or representation on the part of the Authority (or any other person) to enter into a contractual arrangement.

3.7 Confidentiality and Freedom of Information

This ITSP is made available on condition that its contents (including the fact that the Bidder has received this ITSP) is kept confidential by the Bidder and is not copied, reproduced, distributed or passed to any other person at any time, except for the purpose of enabling the Bidder to submit a Proposal.

As a public body, the Authority is subject to the provisions of the Freedom of Information Act 2000 (FOIA) in respect of information it holds (including third-party information). Any member of the public or other interested party may make a request for information.

The Authority shall treat all Bidder's responses as confidential during the procurement process. Requests for information received following the procurement process shall be considered on a case-by-case basis, applying the principles of FOIA.

While the Authority aims to consult with third-party providers of information before it is disclosed, it cannot guarantee that this will be done. Therefore, Bidders are responsible for ensuring that any confidential or commercially sensitive information has been clearly identified to the Authority in the template provided within the e-procurement portal.

Bidders should be aware that, in compliance with its transparency obligations, the Authority routinely publishes details of its contract(s), including the contract values and the identities of its suppliers on its website.

3.8 Publicity

No publicity regarding the Services or the award of any Contract will be permitted unless and until the Authority has given express written consent to the relevant communication. For example, no statements may be made to the media regarding the nature of any Proposal, its contents or any proposals relating to it without the prior written consent of the Authority.

3.9 Bidder Conduct and Conflicts of Interest

Any attempt by Bidders or their advisors to influence the contract award process in any way may result in the Bidder being disqualified. Specifically, Bidders shall not directly or indirectly at any time:

- Devise or amend the content of their Proposal in accordance with any agreement or arrangement with any other person, other than in good faith with a person who is a proposed partner, supplier, consortium member or provider of finance.
- Enter into any agreement or arrangement with any other person as to the form or content of any other Proposal, or offer to pay any sum of money or valuable consideration to any person to effect changes to the form or content of any other Proposal.
- Enter into any agreement or arrangement with any other person that has the effect of prohibiting or excluding that person from submitting a Proposal.
- Canvass the Authority or any employees or agents of the Authority in relation to this procurement.
- Attempt to obtain information from any of the employees or agents of the Authority or their advisors concerning another Bidder or Proposal.

Bidders are responsible for ensuring that no conflicts of interest exist between the Bidder and its advisers, and the Authority and its advisers. Any Bidder who fails to comply with this requirement may be disqualified from the procurement at the discretion of the Authority.

3.10 Authority's Rights

The Authority reserves the right to:

- Waive or change the requirements of this ITSP from time to time without prior (or any) notice being given by the Authority.
- Seek clarification or documents in respect of a Bidder's submission.
- Disqualify any Bidder that does not submit a compliant Proposal in accordance with the instructions in this ITSP.
- Disqualify any Bidder that is guilty of serious misrepresentation in relation to its Proposal, or the procurement process.
- Withdraw this ITSP at any time, or to re-invite Proposals on the same or any alternative basis.
- Choose not to award any Contract as a result of the current procurement process.
- Make whatever changes it sees fit to the Timetable, structure or content of the procurement process, depending on approvals processes or for any other reason.

3.11 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.

3.12 Insurance

The Authority will require the successful Bidder to have in place as a minimum the following insurances in place.

- (a) Employer's Liability Insurance Policy of not less than £5 million for each and every claim, act or occurrence or series of claims, acts or occurrences; and
- (b) Public and Product Liability Insurance Policy of not less than £5 million for each and every claim, act or occurrence or series of claims, acts or occurrences.
- (c) Professional Indemnity Insurance Policy of not less than £2 million for each and every claim, act or occurrence or series of claims, acts or occurrences.

4. PROPOSAL EVALUATION MODEL

4.1 Award Criteria Evaluation

Any contract awarded as a result of this procurement will be awarded on the basis of the offer that is best aligned with the following **Award Criteria**:

- 70% *Quality / Technical*
- 30% *Cost*

Scores are arrived at following the application of the Evaluation Criteria (**Evaluation Criteria**) set out below to the Bidder's Proposal.

Bidders are required to submit a Proposal strictly in accordance with the requirements set out in this ITSP, to ensure the Authority has the correct information to make the evaluation. Evasive, unclear or hedged Proposals may be discounted in evaluation and may, at the Authority's discretion, be taken as a rejection by the Bidder of the terms set out in this ITSP.

The Proposal Evaluation Model showing the Evaluation Criteria and the maximum scores attributable to them are set out below.

Where specified, that a minimum pass mark (**Threshold**) applies to the Evaluation Criteria. The Authority shall reject any Proposal which does not meet the relevant Threshold in respect of one or more criteria.

4.2 Evaluation Process - Quality / Technical (70%)

Quality will be measured by evaluating the Bidder's response to a series of questions. These will be the Bidder's Method Statements and can be found in Appendix A - Method Statements and Weightings. The Method Statement questions and their weightings are also shown in Procontract. Please note the question weightings on Procontract will add up to 100 but the overall weighting applied to Quality is 70%.

Each Method Statement will be evaluated and a score awarded in accordance with the table below. For a bid to be successful it will need to achieve a score of at least 3 for every question. Should a Bidder score less than 3 in any question then the Council reserves the right to reject the whole tender.

Score	Description
0	Completely fails to meet required standard or does not provide a proposal.
1	Proposal significantly fails to meet the standards required, contains significant shortcomings or is inconsistent with other proposals.
2	Proposal falls short of achieving expected standard in a number of identifiable respects.
3	Proposal meets the required standard in most material respects, but is lacking or inconsistent in others.
4	Proposal meets the required standard in all material respects.
5	Proposal meets the required standard in all material respects and exceeds some or all of the major requirements.

4.4 Evaluation Process - Cost (30%)

Please note the maximum budget for this commission is **£120,000**. Proposals received in excess of this will be rejected.

Bidders are required to complete a The Pricing Schedule (available for download on Procontract). The Pricing Schedule will be marked out of 100 on the system but the overall weighting applied to Price is 30%.

The price evaluation will be scored as follows:

The maximum marks available for this part of the Proposal will be 25% and will be awarded to the lowest price Proposal submitted. The remaining, Proposals will receive marks on a pro rata basis from the lowest to the most expensive price.

The total price submitted by the Bidder as part of the Pricing Schedule will be used for the purpose of this evaluation.

The calculation used is the following:

Score = (Lowest Tender Price/Bidders Tender) x 25

For example, if three Proposals are received and Bidder A has quoted £50,000 as their total price, Bidder B has quoted £60,000 and Bidder C has quoted £70,000 then the calculation will be as follows:

Bidder A Score = £50,000/£50,000 x 25 (Maximum available marks) = 25

Bidder B Score = £50,000/£60,000 x 25 (Maximum available marks) = 20.8

Bidder C Score = £50,000/£70,000 x 25 (Maximum available marks) = 17.9

4.5 General

Form of Proposal <i>(available for download on Procontract)</i>	Not Scored but failure to complete and return this form may result in the Proposal being rejected.
Certificate of Collusion or Canvassing <i>(available for download on Procontract)</i>	Not Scored but failure to complete and return this form may result in the Proposal being rejected.

Appendix B - SERVICE SPECIFICATION

Kingston Town Centre: Vision 2035

Executive Summary

Kingston Town Centre finds itself at a pivotal point of change, brought about in part through technological advances, changing retail patterns, unprecedented population growth and the need to adopt higher environmental standards. Much of the previous strategic guidance set out in borough's Core Strategy, K+20 Area Action Plan and Eden Quarter Supplementary Planning Document is out of date and has been superseded. To guide the council and our stakeholders through this period of change and intensification over the next 15 years (to 2035), we must face up to these challenges and embrace opportunities to set a clear and unambiguous vision that will enhance the town's vitality and viability in the face of strong competition both online and from other regional town centres, within fast changing macro economic and environmental conditions.

This commission seeks a specialist multi-disciplinary consultancy team to develop a strategic framework document for Kingston Town Centre which addresses a series of specific challenges (see Appendix 1), and takes advantage of emerging opportunities including the development of major sites to reposition the town's commercial, leisure and residential offer and ensure it continues to meet the needs of existing and future town users.

1. Aims and outputs of the commission

Kingston Town Centre, and the wider borough, is set for a period change. The council and its partners are committed to working together to maximise opportunities for economic, social and environmental regeneration as the borough's population grows and the role of its town centres become increasingly important as places of economic, cultural and social exchange. Proactively responding to the range of micro and macro challenges facing Kingston town centre will be critical to ensure that partners can effectively manage change and continue to meet user needs and expectations.

Aim

To work collaboratively with stakeholders to establish a strategic framework document to guide comprehensive and high quality economic, social and environmental investment and regeneration in Kingston Town Centre to 2035, which addresses a series of specific challenges:

1. Managing the transition of the retail sector and supporting economic diversification;
2. Successfully meeting and accommodating the growth ambitions of strategic partners; and
3. Creating a more sustainable environment and user experience.

This commission is informed by the priority activity identified in the council's Corporate Plan 2019-2023: *'Work with partners to develop a new 10-15 year strategy that ensures the resilience and vitality of Kingston Town Centre, to deliver a more diverse and sustainable economy'*.

Outcomes

The *Kingston Town Centre: Vision 2035* strategic framework must be aligned with our vision for the borough, and help us to achieve the three outcomes set out in our Corporate Plan 2019-2023:

- **Our vision for the borough:** 'Kingston will be a vibrant, diverse and inclusive borough, where residents are empowered, engaged and able to remain independent and resilient'.
- **Outcome 1:** A sustainable approach to new homes, development and infrastructure which benefits our communities, in a well-maintained borough.
- **Outcome 2:** Healthy, independent and resilient residents with effective support to those who need it the most.
- **Outcome 3:** A safe borough which celebrates our diverse and vibrant communities, with local priorities shaped through participatory democracy.

Outputs

This commission is split into two stages:

- Stage 1: Strategic framework document

Stage 1 will see the production of a single, strategic framework document which will guide wider investment and the delivery of transformation programmes across the town centre. A successful strategic framework document will:

- Establish a clear strategic vision for the town centre which articulates an ambitious but realistic direction of travel, meets and accommodates growth ambitions of strategic partners and around which all can be inspired to galvanise and deliver alongside the council;
- Signal a clear intent from the council and our partners about our level of ambition for change and development in the town centre over the next 15 years to 2035;
- Facilitate a coordinated, comprehensive and 'joined up' approach to regeneration and investment in the town centre, and establish a clear understanding of the roles and responsibilities of different partners and stakeholders;
- Enable town centre partners and stakeholders to understand how they can leverage their unique strengths, capabilities and roles in the town centre while ensuring everyone is 'pulling in the same direction';
- Be used to coordinate investment plans and decision making across the town centre
- Support external funding bids and leverage developer contributions including S106 and Community Infrastructure Levy;
- Unlock shared opportunities for partnership working including multi-ownership site development;
- Inform and influence Kingston's Council's emerging Local Plan and site development briefs;
- Form a key part of the marketing collateral for the future promotion of the town centre.

The document will identify and be supported by a set of objectives and priorities that will direct our response to the challenges and will include a detailed programme for delivery. It will identify strategic direction, site opportunities and remedial actions and importantly signpost to those areas and organisations who are best placed to take action. It should not be perceived as a 'council

document' but rather a one which is collectively owned across the town centre with a shared sense of accountability for its realisation.

➤ Stage 2: Site development and master-planning

The Council and Partners are keen to understand how opportunity sites in the town can contribute to delivering the revised vision for a successful Kingston town centre identified in the Stage 1. This we believe will be best achieved at this stage through the development of a high level spatial masterplan which will cover the major opportunity sites identified as:

1. Cattle Market Car Park and Kingfisher Leisure cluster.
2. Ashdown Road Car Park
3. Surrey House
4. Guildhall Civic Complex
5. Eden Square
6. Surrey County Hall

The majority of these sites were included in the Eden Quarter SPD and were subject to extensive assessments as part of this work. The purpose of the spatial masterplan is to update stakeholder thinking on the redevelopment of these key opportunity sites and move forward from the Eden Quarter SPD, reflecting the insights, ambitions and vision identified in the Stage 1 work. The outputs of this section of the report will provide the critical strategic steer to allow individual landowners to undertake further detailed development work to secure the delivery of these key sites.

The commission will focus on developing options to illustrate how these sites can be developed collectively and illustrate how individually they will contribute to the delivery of integrated streets and open spaces to form new neighborhoods that supports the long term renewal of the town. Building upon previous work underpinning the Eden Quarter SPD, Local Plan Development Scenarios and Guildhall Masterplan, Options for the sites will need to :

- Define heights, massing, densities, orientation, grids and blocks of buildings proposed for individual sites, without architectural details but defining residential typography.
- Set out suggested relationships between buildings and public spaces and how the sites come together to create unique places.
- Determines the distribution of activities/ uses that will be allowed on sites.
- Set out key design principles for individual sites.
- Identifies a network of movement patterns for people moving by foot, cycle, car or public transport, service and refuse vehicles.
- Clearly relates typography of building and physical space to the socio-economic and cultural context and stakeholder interests as identified in part one of the commission..
- Allows an understanding of how well a new, urban neighbourhood is integrated with the surrounding urban context and natural environment.

Output

At the end of this stage there will be a three-dimensional plan, which presents proposals or aspirations for the development of buildings, street blocks, public spaces, streets and landscape, but which does not design buildings. The plan will define massing, heights, densities, orientations,

grids and blocks, movement routes (both pedestrian and vehicular), landscape, which existing elements to respect, and other aspects of relevance to the sites.

It is proposed that the high level spatial masterplan will be used to inform the development of detailed plans for each of the opportunity sites. This will involve undertaking further financial viability testing of development options against potential implementation models and options and testing options with stakeholders. The spatial strategy will also be used to inform sites development allocation in the draft Local Plan. The Council has developed an extensive Vu.City model of the centre of Kingston and proposals will need to be produced in a format which is compatible with the Vu.City software.

2. Scope and budget of the commission

Scope

We are seeking a specialist, multi disciplinary consultancy team to undertake all stages in the preparation and development of the *Kingston Town Centre: Vision 2035* strategic framework document and associated site development work, including research and analysis, visioning, stakeholder engagement, and production of draft and final reports, addressing all aspects of Section 1 and the strategic challenges set out in Appendix 1.

It is anticipated that this will need to be a multi-consultancy commission led by a main consultant with specialism sub-contracted in as required. The selected team will need to illustrate that they have the creative drive to address the challenges and provide an imaginative, innovative and inspiring vision that can be translated into tangible deliverable projects. The main/lead consultant should have the commercial acumen and creative insight to address the structural challenges identified, while the wider team will need to demonstrate expertise and experience across the following core disciplines:

Economics	35%	<i>Retail / leisure market demand and lettings; commercial property/agency; office sectors; workspace operation/management (including a multi-partner approach); business consultancy and planning; meanwhile use; viability testing</i>
Architecture and Design	30%	<i>Placemaking; architectural building and layout typologies; climate change mitigation and adaptation; innovation and space repurposing.</i>
Innovation and technology	10%	<i>Outcome-focussed digital infrastructure and immersive technology application</i>
Place marketing and communications	7.5%	<i>Visualisations and digital content; place branding</i>
Social value	7.5%	<i>Community development; circular economies; supporting health and wellbeing outcomes in the built environment</i>

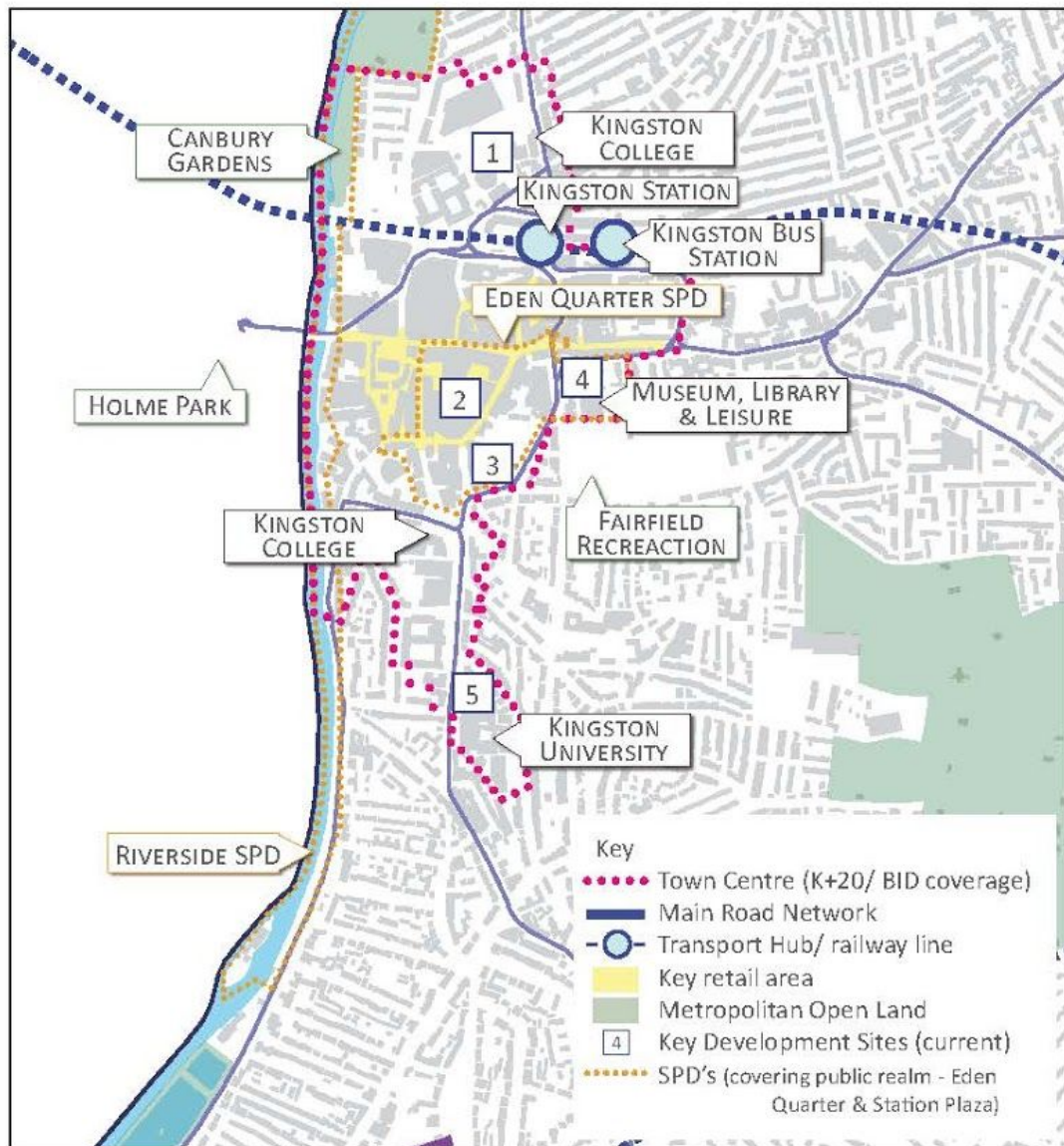
Stakeholder engagement and multi-organisational working	5%	<i>Coordination of aspirations of town centre stakeholders and partners including wider residents, visitors and business owners</i>
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Project management	5%
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End users of the final output might include:

- Council officers (Regeneration, Strategic Planning, Development Management, Culture, Highways, Sustainable Travel / Go Cycle, Environment, Urban Design, Public Health, etc)
- Kingston Town Centre Business Improvement District (and local businesses)
- Education Institutions (Kingston College; Kingston University)
- Developers and land owners
- Built environment practitioners (architects; urban planners, landscape architects; urban designers; regeneration officers, etc) other associated practitioners (e.g. air quality, housing and transport professionals)
- Politicians
- Strategic organisations (South London Partnership; Greater London Authority; Transport for London)
- Emergency services
- Voluntary and community organisations
- The general public, including local residents

The geographical scope of this commission is aligned with the town centre policy designation as per RBK's Local Plan (see [Map Gallery](#)) - shown by the pink dotted line on the map below.



Budget and payment

The total budget (including all expenses) for the work described in this specification should not exceed **£120,000 exclusive of VAT**. Any costs not built into the project proposal would need to be agreed in writing prior to the commencement of any work. Payment will be made upon satisfactory completion of each milestone as will be set out in an agreed programme of work before commencement of the commission.

Format and permissions

To encourage innovation and creativity in the design and production process, the specific format of the output is not prescribed - this will be discussed and agreed over the course of the commission. Original formats of outputs must be provided to the council along with any permissions necessary to allow it to make necessary amendments as it sees fit. If appropriate, the provision of approximately **25** hard copies of the final output should be anticipated. Draft outputs should be provided in a format which will allow comment and review.

3. Programme and deliverables

The contract period runs from 16 December 2019 to 26 June 2020, giving providers up to 27 weeks to undertake and complete the programme of work as set out below. This programme is indicative and will be agreed prior to commencement of work between the council and the successful bidder.

Milestone	Start date	End date
<i>Invitation to Tender (ITT) open for submissions</i>	28.10.19	26.11.19
<i>Tender evaluation, supplier clarifications and interviews</i>	27.11.19	6.12.19
<i>Successful consultants appointed</i>	13.12.19	
<i>Start of commission</i>	16th December 2019	
<i>End of commission</i>	26th June 2020	

4. Governance and Steering Group

Client Group

This commission will be managed directly by the client group, consisting of the following:

- Kevin Munnelly (Corporate Head of Service, Kingston Council) - *Project lead / contract manager*
- Kirsten Henly (Chief Executive, Kingston First BID)
- Representative from GLA

The successful bidder will be required to meet the client group once per month to review progress towards milestones and for the purposes of the client group to provide steer and direction where needed.

Steering Group

The Steering Board will help facilitate and provide advice and troubleshoot where necessary. It will meet at key stages during the course of the commission and influence strategic decisions. The steering Group will be made up of members from senior management from Kingston Council, the Kingston First Board, and representatives from other strategic organisations such as Kingston University and Transport for London.

5. Social Value

Kingston Council and the wider Client Group prioritises generating social value from its commissioning activities. Social value is the additional community benefit beyond the primary goal

of the contract awarded. All bidders are encouraged to consider how the approach and process of delivering the contract aims can maximise social value.

Appendix B - CONTEXT AND BACKGROUND

With annual visitor numbers of 18 million, Kingston Metropolitan Town Centre is known for its history, university and retail offer. However the town centre faces a period of unprecedented change. In collaboration with its partners, Kingston Council is embarking on a journey to take a more proactive role in managing and shaping change in Kingston Town Centre. This is a response to three strategic challenges:

Strategic challenge 1: Managing the transition in retail and supporting economic diversification

Kingston's high quality shopping facilities is regularly identified as one of its top attractions. It is the third best performing retail centre in London. Yet changing consumer habits and technological advancement is having a structural impact on the retail sector. Much has changed since the adoption of the Eden Quarter SPD in 2016, which sought to accommodate up to 50,000 sqm of additional retail floorspace. There is significantly less demand for retail floorspace and large plate retail formats. This presents a risk to KTC which has a large proportion of retail uses. Yet it also presents an opportunity for partners to rethink their individual offer, take up new opportunities, and reposition the town's offer to make it fit for the 21st century.

What is the extent of the risk to Kingston Town Centre's top three retail status? How should stakeholders work together to mitigate this as a risk and take up opportunities associated with the repurposing of this space for alternative uses? What practical approach should be adopted to proactively manage the contraction/shrinking of the retail core and primary circuit? How can managed consolidation of units free up land for alternative uses and place making opportunities and promote business growth? What new forms of town centre uses, retail formats and user experience should we be planning for? This can include both commercial and community uses. What form of activities can be used to activate the identified opportunity sites?

The council's [Economic Growth and Development Strategy 2018-25](#)¹ identifies the diversification of the borough's economy as a key priority. A recent Economic Baseline Study (2019)² of Kingston Town Centre further highlighted the need to drive economic diversification and overcome a number of specific challenges including the quality and availability of non-retail commercial space which appears to be a barrier to diversification and the attraction of new sectors. A Kingston Town Centre stakeholder workshop³ agreed the need for collaboration to drive forward this agenda. An important part of Kingston's economic strategy is the strengthening of cultural and creative industries rooted in the borough, and ensuring these are a driver of inclusive growth (see '[Made in Kingston](#)' Cultural Strategy 2018).

Kingston University is very successful at generating graduate start up companies, yet Kingston's workspace offer does not currently encourage graduates to start up businesses in Kingston, and its lifestyle offer means that many people in their twenties choose to live and work elsewhere. In addition to the current council workspace initiatives at The Exchange and JLP Riverside, how can the council and its partners work together to establish and deliver a productive workspace ecosystem across the town centre which helps grow and retain talent within the borough? This could include the meanwhile use of vacant town centre units at subsidised rates for start up

¹ See also: Economic Baseline (2016), and refreshed Economic Baseline (2018).

² Available for download on Procontract

³ Available for download on Procontract

businesses and larger longer term move on space units for businesses that show potential to grow without subsidy. Kingston University also have ambitious long term plans to relocate all their outlying campuses into the town centre, and there has been significant recent investment in both the Penryn Road and Knight's Park campuses. This creates the opportunity to meet the spatial demand for additional space and a significant economic and social boost from the potential influx of students and teaching and research staff.

Much has been made of the poor quality of the office stock in Kingston town centre. According to local commercial agents there is an underlying demand for good quality office space from a wide range of businesses. What is the real state of the office market and wider workspace ecosystem in Kingston? Is there an opportunity to deliver speculative Grade A office floor space in excess of 20,000 sqft as part of mixed use site allocation? If there is no commercial appetite for speculative office development what other commercial options are available to expand the supply of quality commercial floorspace within the town centre?

Strategic challenge 2: Successfully accommodating growth

The Royal Borough of Kingston upon Thames is due to see an unprecedented period of population growth, which is anticipated to increase by about 34,000 by 2041⁴. Associated with the potential future arrival of Crossrail 2 in the mid 2030's, the emerging London Plan proposes a number of [Opportunity Area](#) designations across the borough, including for Kingston Town Centre. Opportunity Areas are London's principle opportunities for accommodating large scale development to provide substantial numbers of new employment and housing, each typically more than 5,000 jobs and/or 2,500 homes.

As the borough's largest town centre, Kingston Town Centre will need to play a critical role in both accommodating growth, and a strategic role in providing an economic, social, and cultural offer for the entire borough and the wider south west region. Yet urban densification and intensification needs to be carefully and proactively planned for to mitigate tensions associated with denser urban environments. In recent years there has been significant development in the north of the town centre including the residential developments of Kingston Heights and Queenhust and commercial development such as the Hilton Doubletree. In 2017, RBK commissioned [Development Scenario Testing](#) across the borough to inform the emerging Local Plan. Development scenarios 1 and 2 provide context and will need to be taken into consideration in the preparation of Stage 1 of the commission. However, as discussed above the retail growth assumptions that underpin the Eden Quarter SPD and these development scenarios has been superseded.

How can town centre regeneration accommodate growth in both jobs and homes, support a more diversified offer and establish a more vibrant and exciting destination, whilst also maintaining and enhancing the town's rich and varied built heritage and quality of life offer? What form and typography should new residential quarters take to ensure that we do not create soulless, mono-design environments? As both the permanent and transient town centre communities grow, how can/should we ensure regeneration develops community capacity and supports social integration and cohesion?

⁴ GLA 2016 Housing-led projections

Strategic challenge 3: Creating a better environment and user experience

An instrumental part of the council's approach to town centre regeneration is to enliven its streets and spaces with a more diverse range of activity, to support civic life and provide more opportunities for people to come together to share culture and experiences. Jointly with Kingston First BID, Kingston University and the Greater London Authority, Kingston Council commissioned the production of the [Reimagining Kingston Town Centre's Streets and Spaces Strategy](#) (2019). The strategy has been co-designed with town centre stakeholders and communities, and reflects a shared vision and strategy for animating the town centre's streets and spaces. It has a strong focus on community-led initiatives and stakeholder empowerment, and ***must form a core component of the Kingston Town Centre Vision 2035.***

As part of this work an Urban Appraisal⁵ and a Social Value Audit⁶ of Kingston Town Centre was undertaken which will be useful evidence bases to inform this commission. The RKTC identified the need to provide initiatives to accommodate young people in the town centre. Kingston Town Centre is home to both a college and a university, yet the Social Value Audit finds the town centre does not adequately cater for their needs or provide an offer which is attractive to them. The town centre vision for 2035 should respond to this challenge by enabling young people to participate and shape the town centre.

Kingston Town Centre suffers from poor air quality, severance and traffic congestion associated with the gyratory network which encircles it. These environmental challenges diminish user experience and lead to poor health outcomes. This commission should not duplicate the work of the Streets and Spaces Strategy but rather focus on how structural environmental challenges may be overcome through long term, strategic intervention. How can the town centre accommodate growth while also overcoming environmental challenges at the micro (air pollution, congestion and quality of environmental) and macro (climate change mitigation and adaptation; biodiversity loss) scales?

How can factors such as design layouts, build quality, modal shift, low carbon energy, urban greening and biodiversity, low emissions planning, circular economies, the application of technology including smart city management, and retail innovation, drive forward a significant reduction in the carbon footprint of the town centre? How can it be bold in its climate change adaptation measures, and what potential is there for this to become a key unique selling point for the town centre and support positive health outcomes and community development?

Kingston's [Digital Strategy \(2018-2021\)](#) sets out RBK's digital agenda. '[Connecting Kingston](#)' has delivered free wifi to Kingston Town Centre and in 2019 [Connected Kingston](#) was launched, a digital platform to connect citizens to community groups and activities. How can technology be harnessed to deliver the outcomes of this commission as set out in section 1? How can technology, including immersive technology, be embedded in public realm transformation to challenge how people use and interact with public spaces? How can smart city technology be applied to achieve positive environmental outcomes, such as smart traffic management?

⁵ Available for download on Procontract

⁶ Available for download on Procontract

Further evidence base documents:

- Kingston Town Centre Urban Appraisal (2018) - *available for download on Procontract*
- Economic Baseline: Kingston Town Centre (2018) - *available for download on Procontract*
- Stakeholder workshop: Kingston Town Centre Vision (2019) - *available for download on Procontract*
- [Eden Quarter SPD \(2015\)](#)
- [Riverside SPD \(2018\)](#)
- [Kingston Town Centre Area Action Plan \(2008\)](#)
- [Kingston Town Centre Movement Report \(2014\)](#)
- [Air Quality Action Plan for The Royal Borough of Kingston upon Thames \(2016\)](#)
- [Kingston Transport Study \(2018\)](#)
- [Views Study \(2018\)](#)

Further evidence bases are available on Kingston Council's [Local Plan](#) web pages, and a full list of relevant evidence bases will be made available to the successful bidders upon commencement of this commission.

There is also a wide range of evidence bases available from our strategic partners nationally and regionally, including but not limited to [Central Government](#) national strategies, the [Greater London Authority](#), and [South London Partnership](#). Kingston Town Centre stakeholders will additionally have their own ambitions and initiatives in the town centre. This commission should synthesise coalesce these ambitions at various scales into a coherent shared vision for the town centre.

Appendix C - METHOD STATEMENTS AND WEIGHTINGS

Use the attachment function on Procontract to upload the completed response(s).

Please provide a key contact for each previous project mentioned in your response who the Council may contact for verification and reference purposes.

1. Quality Please note each question under this section will have a word limit of 1000 (excluding CV's for each team member). The exception to this is Question 1.4 (Social Value) which has a word limit of 500.	Maximum 70%
1.1 Proposed methodology including understanding of Specification and design intent. Please describe your proposed methodology and approach to meeting the objectives of this commission. Your response should set out: <ul style="list-style-type: none"> • how your consultancy has a clear understanding of issues presented and the requirements of this commission. • what your consultancy understand to be the three most important aspects of this commission, and how your methodology will ensure that these are accounted for to a high standard. • how the project requirements will be met using innovative techniques, including any approaches you have taken on similar projects. 	40%
1. 2 Quality assurance and project management Please describe the project management approach you will take to meet the requirements of this commission. Your response should set out: <ul style="list-style-type: none"> • a clear Resource Plan (this can be downloaded on Pro Contract), allocating staff to meet this project's requirements and objectives. This should include identifying the client's lead contact and details of any proposed sub-consultants. Please provide detailed CVs of each team member, specifying what each will bring to this project and their respective time allocation. • a Project Plan which clearly articulates how you will ensure delivery to time and within budget for each stage. This should clearly demonstrate your proposed methodology and the delivery of key milestones and activities. • how you will ensure the effectiveness of quality assurance procedures to deliver high quality outputs/outcomes. • Proposed method of communicating and reporting to the client throughout the contract period. 	25%
1. 3 Relevant experience in relation to project requirements Please demonstrate how your consultancy will apply experience from three similar projects to fulfil the requirements of this commission. Include any "lessons learned" from these projects, and highlight which of these projects the proposed team members have worked on together. The projects you select should include examples of:	30%

<p>(i) successful engagement with a broad range of local stakeholders to deliver an agreed vision, strategy (or similar) or a town centre of comparable size ./ composition.</p> <p>(ii) working closely with a broad range of local stakeholders to champion co-creation and production.</p> <p>(iii) where your consultancy has developed a vision / strategy that has subsequently delivered change and improvement on the ground, and who delivered that change.</p>	
<p>1.4 Social Value</p> <p>In 2019 A Social Value Audit of Kingston Town Centre was undertaken and is available for download on Procontract.</p> <p>Please describe how the delivery and outputs of this commission will respond to the findings and embed the recommendations of this Social Value Audit.</p>	<p>5%</p>

<p>2. Financial</p> <p>Please note there is no word limit for this section.</p>	<p>Maximum 30%</p>
<p>2. 1 Achieving value for money</p> <p>Your proposed fee for the delivery of this project must be entered on the Pricing Schedule (this can be downloaded from Pro Contract).</p> <p>To support your proposed fee, please provide a Resource Plan (this can be downloaded from Pro Contract) and a description of how you are delivering value for money through this commission. You should use the template provided for your Resource Plan which should include:</p> <ul style="list-style-type: none"> ● details of days on project tasks and the daily rates on which these fees are based. ● details of team members and associated tasks. ● a breakdown of pricing by key work stages. ● a price for all elements of the specification. ● any assumptions you have made when pricing. 	<p>100%</p>