

Request for Proposal v.2

Space Utilisation Study

Principle Administrative Buildings

Southend on Sea Borough Council

November 2017

Submission Deadline
12 Noon 1st December 2017

1. Objectives:

- To gather and present data evidencing the current use of the Council's principal administrative buildings (Civic 1 and 2 and Tickfield).
- To understand opportunities to optimise use of the Council's principal administrative buildings and the costs and savings associated.
- To be in a position to implement any agreed changes/moves/systems to optimise space.
- To procure now the option to review the success of implementation (if any) 18 months (or thereabouts) after initial review to identify any further opportunities.

2. Context:

- The Council has a new Chief Executive keen to explore the opportunities around space utilisation.
- A space utilisation study has not been undertaken for several years. Some areas appear overcrowded while others appear to provide capacity.
- There are multiple requests for additional space within teams and interest from partner organisations in renting space.
- Meeting room usage data has never been properly collected. A new system is being designed in September (in connection with a Channel Shift Project) and data to inform this is essential.

3. Current occupancy principles and storage

- The main office areas are arranged over floors 1 to 13 of the Civic Centre and floor 1 of Civic 2 with the ground floors being arranged around reception and public-facing services principally.
- Tickfield is a meeting and conference venue with an administrative office area, a large museum storage area and the CCTV Control room. It doubles up as the Council's DR centre.
- The principle we have worked to in Civic 1 and 2 is 7 desks for 10 staff ratio with each standard floor-plate accommodating 84 desks so in theory accommodating 120 staff/floor. Typical floor layouts are in the Appendices with a full pack of reasonably current layout plans for all buildings available via the link at the end of this document. There are some small variations between floors with some having director's offices in place of meeting rooms for example.
- Storage was dealt with at the last rationalisation and the principle is that each person has access to 1 linear metre of storage. Hot-deskers have no pedestals, those with more fixed locations have pedestals and each pod has a shared lockable cabinet at the end of the pod.
- Each member of staff is allocated a locker and the intention is that all personal belongings are stored there when the desk is not in use so that the desk is available for others. This operates well in some areas and less so in others.

4. Scope (Areas):

- Civic 1 – all areas and meeting rooms including hot desking areas, redundant print rooms, Fountain Rooms, Customer Service Rooms, Registrars Area, Civic Suite and Members' Area, Quiet Rooms, Break-out areas, Mayor's Boardroom, Executive Board Room (CC2), (including all meeting rooms both on and not on the system)
- Civic 2 (excluding top floor which is leased)
- Tickfield Centre all areas excluding museum storage and Driving Test Area (which is leased)

Brief (in 2 parts):

Part 1

- To measure the buildings in accordance with IPMS and update the provided floorplans to show the current occupancy by team.
- To undertake a full occupancy and utilisation survey of Civic 1, Civic 2 and the Tickfield Centre over at least consecutive 2 weeks, Monday to Friday, 9am to 5pm, during school term time. Bidders are asked to present costed options with pros and cons for the use of sensor technology or manual collection (or a mixture) to capture data. Core office hours are 10 – 4 with an hour for lunch between 12 and 2 and flexible arrangements around these hours therefore a minimum of a morning check between 10 and 12 and an afternoon one between 2 and 4 will be required for the office areas (subject to individual bidders' methodology).
- Data to be collected and presented at team, floor and building level for occupancy/sqm and desk usage/floor levels and presented against relevant benchmarks from other Local Authorities including floor plans identifying team locations at date of study.
- To review meeting room booking and usage/occupancy/availability (if possible failed bookings where no-one turns up) and use of break out areas and quiet rooms.
- To allow 3 days for interviews with the Chief Executive, Deputy Chief Executives, Directors and selected Group Managers and key officers¹, to understand across the organisation:
 - how space is used and viewed – level of appreciation of the cost of occupancy and need to be efficient
 - areas for improvement
 - general satisfaction with the work environment
 - agile working views and practices including remote, hot and touchdown working, use of lockers and on-floor and off-site storage arrangements
 - meeting room system
 - views on open plan/offices for directors and above.
- To identify across the organisation's working patterns, peak times/days and pressure points.
- To identify over-crowded areas and the times when this overcrowding occurs.

¹ E.g. Corporate Property and Asset Management, Property and Regeneration (inc Facilities Management), ICT, Fire Officer, Tickfield Centre Manager, Human Resources (re agile and flexible working arrangements)

- To draw the above together in to a report with text and visually presented, easy to understand and present data including:
 - Compares results with relevant and helpful guidance² and benchmarks
 - Recommendations to optimise space, generate additional revenue (income and savings), share space with partner organisations
 - Improve the physical and policy environment to support increased agile, flexible and hot working including the suggestion of achievable staff:desk ratio targets and other key policy recommendations.
 - Make recommendations at a Service level for space optimisation and the amount of space required based on the study data

To allow half a day to present findings and opportunities.

Part 2

Only an indicative cost and approach is sought for Part 2 at this stage to demonstrate the ability to deliver all elements competitively if required.

The Council reserves the right to appoint the Part 1 appointed consultant directly, appoint an alternate bidder, re-tender, self-deliver or not to continue to Part 2.

If significant opportunities are identified as deliverable and in the interests of the Council:

- Prepare move-plans
- Include a programme and full costed proposal to re-allocate space and co-ordinate and deliver the proposals including move-management.
- Demonstrate the amount of space which could be freed up for partners/income generation/other use.
- Make recommendations for a pragmatic yet robust process for future space/growth/move requests and target occupancy KPIs
- Include an option to extend the contract to return and review again 18 months after initial review is completed.

² E.g. (not exclusive) Building Regulations. [Workplace, \(Health Safety and Welfare\) Regulations 1992, Approved Code of Practice and Guidance](#),

5. Draft Programme:

The RFP will be advertised for 2 weeks (10 working days)

The Council reserves the right to extend this period or withdraw the RFP

Indicative anticipated programme below:

Space Utilisation Study Programme - Weeks	1	2	3	4	5	6	7	8	9	10
2 week tender period										
Inception and Mobilisation										
3 week study and meeting at the end										
2 weeks to produce draft report prior to issue final.										
Presentation of findings and recommendations.										
Issue final report										
Contingency week										

NB timings will be adjusted to avoid/accommodate the Christmas break when the offices will be unusually quiet.

Bid Assessment Criteria

Following the assessment of written and commercial bids, a maximum of 3 will be short-listed for a short interview.

	Weighting	Measures	Sub-weighting
Cost	50%	Price and price certainty	/50
Quality	50%	Written Proposal (Maximum cover plus 4 sides of A4): Quality of proposal and grasp of the brief, details of the team, confidence on delivery to programme Track Record including evidence of previous comparable commissions in a local authority or public sector environment and contactable references	/20
		Interview (c.15 min presentation and 30 min discussion): Presentation of core elements of bid, examples of similar work Added value including ways which bidder would improve the envisaged study to deliver an enhanced result Methodology and examples of how data would be presented	/30
	100%		/100

The Council reserves the right not to interview or appoint any bidder and to withdraw from the process altogether at any point prior to appointment.

Quality (written and interview stages) Scoring Methodology

The following sets out the criteria against which your responses to both the written proposal and the interview questions will be scored against.

Tenderer Quality scores will be calculated by dividing the Tenderers actual weighted score by the maximum obtainable weighted score and then multiplying this by the percentage allocation. See example of formula below:

See example formula below for the written proposal:

$$\frac{\text{Tenderer's actual total score (3)}}{\text{Maximum obtainable total score (5)}} \times 20 = 12.0\%$$

SCORING KEY		SCORE
Unacceptable / Not answered	Question not answered – and / or – Response to the question significantly deficient – and / or - raises fundamental concerns regarding the organisation's ability to successfully deliver the Contract. Answer does not provide satisfactory evidence as to the organisation's capability to deliver the contract successfully.	0
Poor	A response that is inadequate or only partially addresses the question. Response provides only limited evidence as to the organisation's capabilities to deliver the contract successfully. Raises a large number of concerns and/or includes a large number of informational deficiencies. Does not raise any fundamental concerns regarding the organisation's ability.	1
Acceptable	An acceptable response submitted in terms of the level of detail, accuracy and relevance. Answer provides an average level of evidence as to the organisation's capability. The response raises some concerns and/or includes a significant number of informational deficiencies. Does not raise any fundamental concerns regarding the organisation's ability.	2
Good	A good response in terms of the level of detail, accuracy and relevance. The information provides good evidence of the ability of the organisation to deliver the Contract successfully; but does raise minor concerns and/or includes deficiencies around some of the information provided in the response. Does not raise any fundamental concerns regarding the organisation's ability.	3
Very Good	A very good response in terms of the level of detail, accuracy and relevance. The information submitted provides significant evidence of the ability of the organisation to deliver the Contract successfully. However, the response does include a small number of minor informational deficiencies. The response raises no concerns regarding the organisation's ability.	4
Excellent	An excellent response in terms of the level of detail, accuracy and relevance. The level of information provided is comprehensive and evidences strongly an assurance as to the organisation's capability to deliver the contract successfully.	5

	The response raises no concerns and has no information deficiencies.	
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Commercial Scoring Methodology

The price element of the tender submissions (for Part one) will be evaluated on the basis of the lowest tender price being awarded 50 marks.

Scores will be allocated to the next Tenderer according to the following formula:-

Lowest price Tender divided by the next Tenderer's bid and then multiplied by the 50% weighting for price to give an overall score.

See **example** below:

$$\frac{\text{Lowest Price Bid (£10,000)}}{\text{Next Tenderer's Bid (£20,000)}} \times 50 = 25.00\%$$

6. Submission and Interview

Please email and indicate your intent to respond so that your organisation can be included in any emails relating to clarification questions and answers. The deadline for submitting clarification questions will be 12 noon on the 24th November 2017.

Bids must be submitted by email to alanrichards@southend.gov.uk no later than **12 noon on 1 December 2017**. Interviews (if any) will be conducted at the Council Offices on 4 or 6 December 2017. Please hold these dates free and we would request that any attendees (limited to two people) are those who will be directly responsible for the delivery of this project if successful with your bid submission.

7. Contact:

Alan Richards MRICS

Group Manager, Corporate Property & Asset Management

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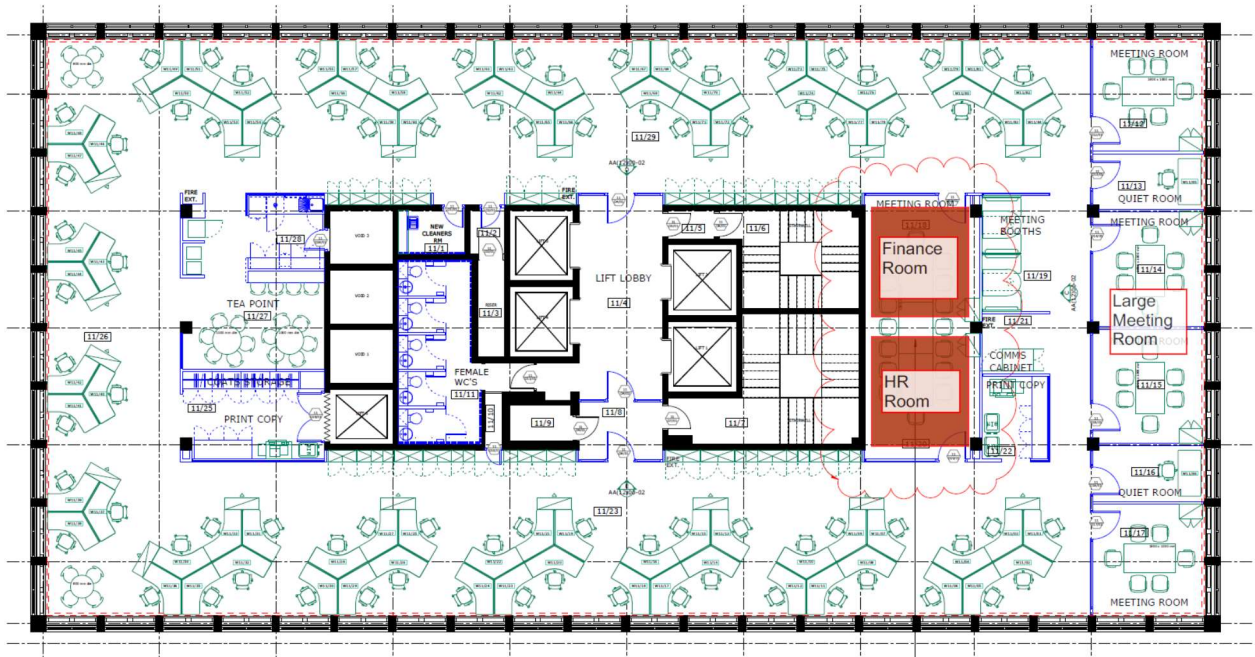
8. Information Provided

Floor Plans of all buildings in scope available via link below:

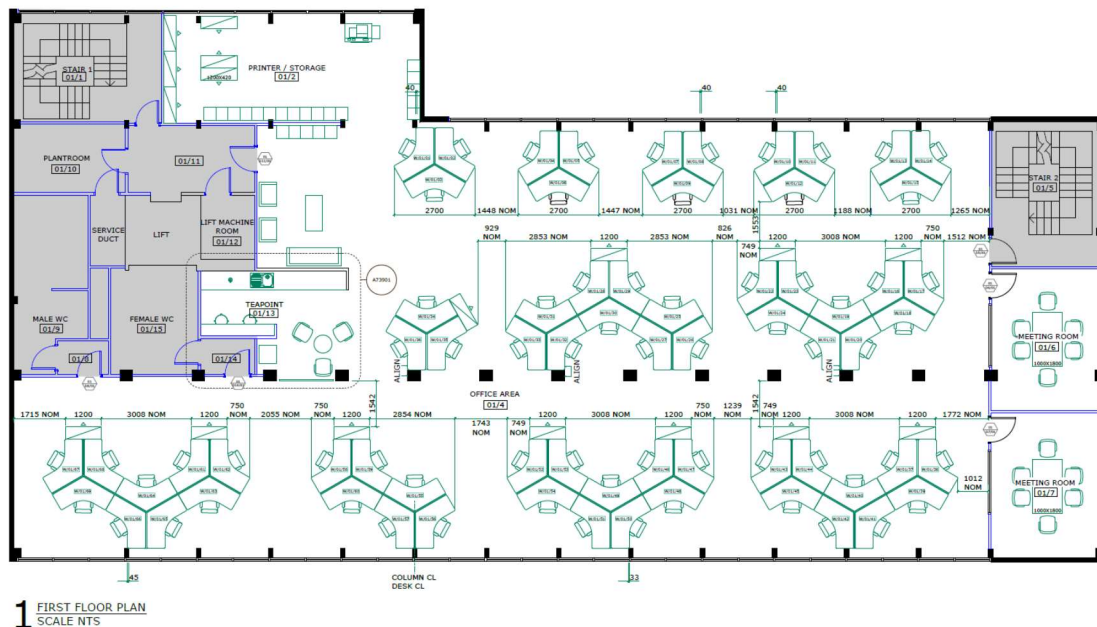
<https://fileshare.southend.gov.uk/wl/?id=68ZldUfibdmQ7hqomQuVFG2DZSFXGDdg>

9. Appendices

Appendix 1: Typical Civic Centre Floorplate (84 desks, 5 meeting rooms, 2 quiet rooms plus break-out and kitchen facilities with lockers along the core walls):



Appendix 2: Typical Civic 2 floorplate (69 desks, kitchen breakout and locker areas and 2 meeting rooms):



1 FIRST FLOOR PLAN
SCALE NTS