

Fenwick South Housing Development Project Employers Agent Services

Request for Quotation - Brief

If you have any queries please contact the following:
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1.0 Summary

- 1.1 The London Borough of Lambeth wishes to appoint a multi-disciplinary Employers Representative to provide project management and related client services in support of the delivery of a Development Agreement with Transport for London. (See site plan, Appendix 5).

2.0 Background Information

2.1 Context

- 2.1.1 It is the Council's vision that "all of our residents live in a home they can afford, that is safe and well managed and in a neighbourhood they are proud to live in" (from Lambeth's Housing Strategy, 2012). The Council recognises that housing plays a fundamental role in providing stability in the lives of our residents, with a safe and secure home acting as a fundamental building block for a prosperous future. Residents consistently tell us that they want Lambeth to be a borough of sustainable, mixed and balanced communities, with housing that is affordable to people of all incomes. This vision is reflected in the Lambeth Community Plan 2013, where one of the key outcomes is that "Lambeth residents have more opportunities for better quality homes"

2.2 Information about the Fenwick South scheme

- 2.2.1 The London Borough of Lambeth will be entering into a conditional Development Agreement with Transport for London (TfL) to provide new Council homes and facilities at a council owned site at Cottage Grove, Fenwick Estate, SW9 (see site plan, Appendix 5). The development includes a new Fenwick Hall community centre and 55 new social rented homes. Planning Application Committee approved the scheme in February 2016 and planning approval is to be issued in August 2016.
- 2.2.2 The Agreement is conditional on:
- Cost Condition – whereby the cost of the development will not exceed the maximum sum set out in the Section 106 Agreement from which the scheme originates, unless TfL and or the Council agree to be responsible for costs in excess of the maximum sum
 - Vacant Possession of the three sites
 - Entry in to all Planning Obligations
- 2.2.3 This scheme will be delivered by TfL through an off-site s106 contribution generated by the Northern Line extension development at Vauxhall. The Council is required to enter into a Development Agreement with TfL for the scheme. The Development Agreement includes the specification for the homes and Fenwick Hall community Centre and the timescales for delivery.
- 2.2.4 We are now seeking to appoint an Employers Representative to provide client and clerk of works services including acting as an interface with TfL and ensuring that appropriate assurance and scrutiny is provided on the delivery of the scheme against the Development Agreement.

The initial months of the commission will focus on providing support for the Council in a detailed value engineering exercise to confirm that the scheme can be delivered to

the required quality standard within the maximum sum. Following the value engineering exercise, if the total cost exceeds the maximum sum, TfL can elect to waive the cost condition and proceed with the project. If TfL does not waive the condition, the Council can consider whether it will pay the costs in excess of the maximum sum, or TfL and the Council can agree to share the costs. If the costs exceed the maximum sum and no agreement is reached, TfL will have to make a new planning application.

2.2.5 Please note the following;

- The London Borough of Lambeth is not directly developing or building on the Fenwick South site – TfL has this role and are delivering the accommodation for Lambeth.
- To achieve our aims for the scheme, the London Borough of Lambeth has prepared an 'Outline Specification' as part of the Development Agreement which reflects the requirements for the accommodation. This is the extent of the design input that Lambeth Council has, but we wish to ensure that the emerging design/construction adheres to the agreed Specification.
- TfL will appoint Design and Construction teams, but it is expected that the Employers Representative will need to interface with these teams to undertake monitoring and quality assurance.
- The initial months of this appointment will focus on supporting the Council in a value engineering exercise to be undertaken with TfL.
- Once the total cost has been agreed and the scheme is to proceed, the London Borough of Lambeth has no direct interest in cost, save for where there is a cost associated with implementing any instigated changes or departure from the Development Agreement. In this respect, there are likely to be occasions when QS input is required to validate the price of proposed changes and provide advice on the benefits and value.
- The site at Fenwick South is closely bounded by occupied residential blocks and community facilities and it is important that all construction activity is carried out safely and in accordance with formal guidance and good practice.
- The Council is currently procuring a Development Management team to masterplan the redevelopment of the Fenwick estate. It is anticipated that the new homes at Fenwick South will form a first 'decant' phase for the redevelopment.

3.0 Services required

- 3.1 The council is looking for a multi-disciplinary consultancy firm that has the experience and skills to ensure the successful delivery of the Fenwick South scheme.

3.2 Summary of services required;

- Client liaison
- QS / cost consultancy services
- Project management and administration of the Development Agreement
- Clerk of works / site quality inspector
- CDM consultancy services

- 3.2.1 *Client liaison* -The appointed firm will be representing the London Borough of Lambeth's interests on the Project as Employers Representative and will need to attend and minute client, project, design, site, and other meetings at regular intervals or as required. We are looking for a responsive firm with a flexible approach to meetings and communication and the ability to produce high quality project information on request.
- 3.2.2 *Value Engineering* – To advise the Council during the value engineering process so that the agreed quality, performance, specification of the new homes and community centre and the resulting cost plan meet the council's requirements for high quality, durability, low cost in use and ease of maintenance.
- 3.2.3 *Project management* – To advise the council and assist with project coordination from appointment through pre-construction to handover and occupancy of the completed homes. The Employers Agent will provide client scrutiny and facilitate communication between the project stakeholders. They will be responsible for producing, monitoring and updating project documents including; a project plan; risk register; programme, budget and change control process.

Delivery of design and construction services under the Development Agreement remains the responsibility of TfL but we require the Employer's Agent to monitor and report on their performance whilst providing scrutiny and assisting with day to day client issues and decision-making as required.

- 3.2.4 *Administration of the Development Agreement* - We require the Employers Agent Representative to administer the Development Agreement. This work will include attending meetings with the developer; their professional team and contractors; ensuring that planned and in-progress work complies with the Development Agreement; inspecting detailed designs and advising on contract variations where these are identified.

As the council will be responsible for the long-term management and maintenance of the properties, we require the Employer's Agent Representative to monitor build quality at all stages of the construction process.

- 3.2.5 *CDM consultancy* - The appointed firm will be expected to provide appropriate advice on the London Borough of Lambeth's client duties (where they arise) under the Construction (Design and Management) Regulations 2015. We expect our Employers Representative and Clerk of Works to champion health and safety issues through the design and construction stages. Note that it will be the Developer's responsibility to appoint a Principal Designer under the regulations.
- 3.2.6 *Cost Consultancy* - The appointed firm will need to name within their bid a Quantity Surveyor to act on behalf of the client to ensure value for money in any variations. When quoting, firms should explain how Cost Consultancy resources are included in the fee proposal for the value engineering stage, but should note that once the total cost has been agreed and the scheme is to proceed, the council will not be responsible for any cost unless it requires changes to the agreed specification or programme. The reduced service required from the start of construction could be achieved by;
- Using a qualified/ experienced QS to deliver project management services
 - Providing access to in-house cost consultancy through an over-head included in the fixed fee proposal

Please ensure that fee proposals clearly show how this service will be delivered.

- 3.2.7 *Clerk of Works* - The appointed firm will need to name within their bid a suitably experienced Clerk of Works or site inspector to ensure that the quality of materials and workmanship are in accordance with the Outline Specification and to monitor the detailed design and build against the Development Agreement.
- 3.2.8 Under the Development Agreement construction remains wholly the responsibility of the Developer. Therefore we expect that detailed day to day site inspection will not be required but a layered approach to quality and compliance could see inspection at regular or key stages alongside design scrutiny.

We expect our Employers Representative to oversee a comprehensive snagging service with TfL prior to the handover of the community centre and residential units.

- 3.2.9 For a full scope of services please refer to Appendix 6

3.3 **Our key priorities and expectations for the appointed firm;**

- Experienced project managers with proven PM and Contract Admin systems and processes
- Well thought out project governance including;
 - Named, appropriately qualified project staff with specific time commitments
 - Auditable electronic document management system
 - Named senior project director(s)
 - Risk register; project plan; budget; programme;
 - Identified process for managing sub-consultants (where applicable)
- Experience of representing public sector clients as an Employers Representative/ Agent on residential construction schemes
- Experience of working on occupied sites and where further redevelopment is being planned
- Experience of administering an equivalent Development Agreement is preferable
- A focus on collaborative team working which minimises conflict and seeks to find win-win solutions suitable for all parties
- Responds quickly to all project communications by phone, email and maintains structured, minuted meetings
- A flexible approach and company ethos
- Robust quality procedures linked to a site inspector (Clerk of Works)
- A focus on health and safety through design, construction and end use
- An understanding of the skills and processes needed when working on an occupied site

4.0 Project Programme

- 4.1 We intend to appoint an Employers Representative in September and are keen to use a firm with the capacity to move quickly once appointed, particularly to support the value engineering process. As a guide we are anticipating works on the main site to commence in April of 2017.

You should include your approach to resourcing this project including CV's of allocated project staff.

5.0 Confidentiality

- 5.1 The Consultant, including the employees, agents and subcontractors of, shall not divulge, dispose of, or part with, possession custody or control of any material or information provided to the Consultant by the Council in or pursuant to this brief or prepared or obtained by the Consultant pursuant to the brief other than in accordance with the express written instructions of the Council.

6.0 Form of Contract

- 6.1 The form of contract will be the JCT Consultancy Agreement (Public Sector) 2011 together with appropriate supplementary documents (ie. "The Brief", "The Quote", "The Appointment Letter").

7.0 Conflict of Interest

- 7.1 Any suspected or known conflicts of interest must be declared with quotation returns. Where the bidding Consultant, including the employees, agents and subcontractors of, owe separate duties to act in the best interests of two or more clients in relation to the same or related matters, and those duties conflict, or there is a significant risk that those duties may conflict this should be declared with a statement outlining how this risk will be mitigated. Any relationship, current or former, with TfL must be declared.

8.0 Evaluation Criteria

- 8.1 The response to this RFQ will be evaluated in accordance with the criteria set out below. All responses to be received by midday on **5th September 2016**. Please note that the evaluation criteria are not listed in order of importance and are not exclusive.

Item	Description	Evaluation
1)	Quality	60%
2)	Price	40%

8.2 Quality

- 8.2.1 This section sets out what supporting information we require to judge the quality of responses. Note that it is our intention that quotes for this job should be relatively quick

to prepare and assess; we do not require supporting policy documents and will be looking for answers which summarise effectively rather than covering every detail.

No.	Requirements	Score
1	A methodology statement outlining; - your company approach and ethos; - your understanding of the brief and how you would deliver the services requested (max. 2 pages A4 / 700 words).	15%
2	Timetable chart, resource charts, CVs of appropriately experienced consultants, sub-consultants and CoW's allocated to the project	25%
3	Please detail your approach to Project Management and Contract Administration including examples of your systems and processes (max. 1 page A4 / 350 words)	5%
4	Please provide details of your proposed Clerk of Works / Quality Management System for this project including reasoning for the proposal. (max. 1 page / 350 words)	5%
5	Provide details on your proposed delivery of client QS / cost management services for this project. (max. 1 page / 350 words)	5%
6	Please outline your approach to collaboration and conflict resolution within multi-disciplinary construction teams. We are looking for a track record and experience of managing conflicting priorities to achieve project outcomes. (max. 1 page / 350 words)	5%
	TOTAL	60%

8.2.2 Questions will be scored against the criteria grid in Appendix 4. The score attributed to each quote will then be calculated using the following formula:

$[(\text{Allocated Score} / 5) \times \text{Criteria Percentage}] ; \quad \text{e.g.} \quad 3/5 \times 25\% = 15\%$

8.3 Price

8.3.1 This section sets out what is required from quotes price submission. Price carries a total score of 40%. We required fixed price quotes up to a maximum of £85k

No.	Requirement	Score
1.	Quotes should provide a fixed price for the work excluding VAT but including expenses. Details about service levels provided for this quote should be included as a breakdown of hours in the resource chart or methodology statement including any limitations. This will be assessed under the quality criteria	40%
	TOTAL	40%

8.3.2 Consultancy rates are required because the Council reserves the right to vary the level of work required and in this respect; the fee should be adjusted in accordance with the Consultancy rates. Please set out your schedule of rates in Appendix 1.

- 8.3.3 The quantitative bids will be scored on the basis that the lowest fixed price will be awarded the maximum 40 percentage points and the other more expensive bid prices will be scored proportionally based on the percentage difference between their quoted price and the lowest price.

Appendix 1: Consultancy Rates

Instruction to quoting firms: This table should be completed for each consultant that is proposed to be employed on this project. The consultants named in this table must reflect the team assembled to deliver this project. The rates detailed in this table are the rates that must be charged. Any adjustments to these rates that are forecast to occur during the lifetime of the contract should be shown.

Name of Consultant	Position in consultancy	Hourly/daily rate	Hours on this project	Comments / Assumptions

Appendix 2: Insurance Level Confirmation

Insurance Level Confirmation			
Insurance Type	Minimum Level required	Confirmed	Will Provide
Public Liability	£5,000,000	YES/NO	YES/NO
Employers Liability	£10,000,000	YES/NO	YES/NO
Professional Indemnity	£2,000,000	YES/NO	YES/NO
Name of Person Completing			
Position			
Signature			
Date			

Appendix 3: Reference of Previous Work

Please provide details of a referee who we can contact regarding your performance on prior client agency work. Appointment may be subject to a favourable reference.

Ref 1	
Company Name	
Address	
Telephone	
Contact Name	
Contact Email	
Designation	
Length of relationship	
Indication of nature of contract	
Indication of value of contract	

Appendix 4: Scoring Matrix

0	Failed to address the requirements
1	An unfavourable response/answer/solution. There is limited or poor evidence of skill/experience sought; a high risk that relevant skills will not be available.
2	Less than acceptable. The response/answer/solution/information lacks convincing evidence of skill/experience sought; lack of real understanding of requirement or evidence of ability to deliver; medium risk that relevant skills or requirement will not be available.
3	Acceptable response/answer/solution/information to the particular aspect of the requirement; evidence has been given of skill/experience sought.
4	Above acceptable – response/answer/solution/information demonstrates real understanding of the requirement and evidence of ability to meet it (based on good experience of the specific provision required or relevant experience of comparable service or supply.
5	Excellent – response/answer/solution provides real confidence based on experience of the service or supply provision required. Response indicates that the supplier will add real value to the organisation with excellent skills and a deep understanding of the service or supply requested.

Appendix 5: Site Plan, Fenwick South, SW9

Plan a) – Site Plan

Attached

Plan b) – Proposed Development Plans

Attached

Appendix 6 – Scope of Services Required

Detailed Scope of required services should be read with reference to sections 3 to 7 above;

General Services; -

- To provide professional client consultancy and advice services limited to the delivery of the Fenwick South Development
- To agree monitoring, reporting, variation and approval procedures with the London Borough of Lambeth (“the Client”), and TfL (“The Developer”)
- Establish roles and responsibilities
- To monitor against agreed criteria the Developer; to report findings to the client and to take steps to manage performance where appropriate
- To provide advice on all client duties under the CDM Regulations (see para 3.2.5) Including ensuring that The Developer appoints a suitably competent CDM Principal Designer

Pre-Construction services; -

- To provide advice on any additional client surveys required as “pre-construction information” to the Developer.

Project Management and Administration of the Development Agreement; -

- To advise and support the council during the value engineering exercise, particularly advising on capital and whole life costs of elements under review and proactively enabling a detailed specification and cost plan to be agreed which meets the council’s requirements for a high quality, durable, low cost in use and easy to maintain development
- To be responsible for the Client’s oversight of the project from appointment through continued design, pre-construction and construction to close-out (RIBA Stage 6)
- Prepare and maintain a project plan, risk register and programme
- Convene and chair regular meetings with the Developer, appropriate sub-contractors and the Client. Allow for meetings to be held at least fortnightly
- Take minutes of matters discussed including agreed actions and issue copies to the Lambeth project team and any attendees
- Undertake regular site inspections to assess the quality and progress of work; perform a Clerk of Works role to be defined in quotes
- Advise on variations to the Development Agreement and check/ verify costs before issuing to the Client for approval. Keep documentation of all advice and agreements reached.
- Be in regular contact with all parties to the project and conduct negotiations with the Developer on behalf of the client where required.
- Provide QS advice on behalf of the Client where variations to the Development Agreement require pricing.
- Produce a short monthly progress report for the Client
- Check, agree and compile all test certificates, warranties, statutory approvals and accreditation
- Agree a robust snagging procedure with the Developer which ensures the quality of finished units prior to handover
- Coordinate property handover including the handover of keys, property files, health and safety files and security or occupancy arrangements with the Client and the Contractor.