

Lambeth Small Sites Development Programme

Consultant Appointment –

RFQ Brief

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1.0 Summary

- 1.1 The London Borough of Lambeth wishes to appoint a consultant project manager to assist with client-side development management for projects at Vauxhall.
- 1.2 We need an experienced and flexible development manager to work with us and local communities to deliver two housing led projects.

2.0 Context and Objectives

Background

- 2.1 The Council is setting up a Special Purpose Vehicle called *Homes for Lambeth* as a company that we control and own to fund the development of new council homes. In addition, where appropriate, it will undertake commercial development for the benefit of local people – so that we retain and reinvest surpluses into building homes and delivering the services that local people need.
- 2.2 A series of programme objectives have been developed by the Council for all regeneration and development projects following consultation with local communities across Lambeth. The project's aspirations and objectives continue to be developed by the Council in consultation with residents and will create places that:
- are sustainable;
 - deliver desirable, high quality residential neighbourhoods that provide a good quality of life for residents;
 - are cost effective to manage and maintain into the future;
 - enable the formation of mixed communities with a variety of income profiles;
 - provide good quality environments, are resource efficient and provide good local amenity;
 - maximise the number of new homes in response to housing demand, taking into consideration planning constraints and local social and physical infrastructure;
 - meet local affordable housing need
 - achieve the best possible balance of tenures for the additional new homes, with an aspiration to deliver at least 40% homes at council rent levels and a preference for remaining homes to be delivered for private rent over private sale;
 - harness the process of development to deliver positive benefits to the local area; and
 - seek to minimise the disruption caused to existing residents during the construction process.

- 2.3 Lambeth housing development projects are managed to a gateway process using the RIBA Plan of Work 2013. Typical activities at each stage include the following;

RIBA Stages 0-1 – Feasibility work; development appraisal; capacity study and project planning / execution.

- Creating project specific documents including a project plan, programme, project directory, project status monitoring report, PID and risk register;
- Designing a delivery strategy including procurement options for further design and delivery consultants;
- Commissioning further site feasibility work, due diligence and surveys as above.

RIBA Stages 2-3 – Concept design and design development to planning (The Patmos site development project is at this stage)

- Managing the design, consultation and planning process;
- Explore and progress procurement options for delivery of building works.

RIBA Stages 4-5 – Technical design, tendering pre-construction and construction

Depending on the chosen procurement route;

- Appointing further consultant teams as appropriate – eg. Employers Agent / contract administrator, QS, clerk of works, CDM advisor, client design advisor;
- Finalise land appropriation and business case for Homes for Lambeth delivery (if applicable);
- Finalising client pre-construction information and tender documents;
- Managing Lambeth procurement gateways, tender process and contractor appointment;
- Preparing site for handover and continuing to liaise with affected local residents and stakeholder groups;
- Monitoring construction work through regular meetings. Budget / risk monitoring and resolution of further design and contractual issues arising;
- Progress reporting to internal stakeholders as required.

RIBA Stages 6-7- Handover and post occupancy

- Agree protocols for data transfer to housing management service including format and content of O&M manuals; home user guide; H&S manuals; commissioning; test and statutory certificates etc.
- Coordinate snagging; hand-over and security arrangements; meter readings. Ensure new homes are set up correctly (eg. council tax);
- Liaise with Decant Team to commence tenant allocation and viewings process. Instruct valuation, rent accounting and service charge evaluation;
- Instruct letting or sales agent to sell for market provision on schemes;
- Commission post occupancy evaluation and lessons workshop;
- Oversee defect rectification process with contractor, consultants and housing management service.

- 2.4 Throughout this process client project managers are responsible for project administration including appointments and contracts; saving correspondence and deliverables to our online folder system. The team is currently implementing *4-Projects* for use as our Electronic Document Management System.
- 2.5 The project manager will be part of the Housing Regeneration Team working to the Capital Programme Manager for these projects. This involves communication internally with a range of services, stakeholders and councillors. External community and resident consultation is equally important as Lambeth aims to design through an iterative process which understands local need.
- 2.6 In addition to the RIBA design and delivery activities, projects must meet a number of internal Lambeth review and approval processes. These are progressed through boards which govern;
- Estate regeneration
 - Asset management and finance allocations
 - Design review
 - Procurement
- 2.7 The end point for the project will generally be the successful handover of the completed new homes on the development to either the Council or Council owned subsidiary companies (i.e. to Homes for Lambeth).

Site Profile – Carmelita Centre and Orsett Street

- 2.8 The Council is working with a Tenants and Residents Association to redevelop the site of an existing community centre to provide new homes and a new community centre. The project is at an early stage and the Project Manager will work within the Housing Regeneration Team to procure a design team, carry out options appraisals through engagement with local people and prepare reports for approval as required.
- 2.9 There are two sites, each with a capacity of 20 to 25 new homes.

3.0 Services required

- 3.1 Lambeth is seeking a motivated and suitably experienced individual who will be responsible on an interim basis for the following;
- To work with the Capital Programme Manager to progress the above schemes;
 - To learn and implement the Lambeth internal procedures relating to procurement and decision making;
 - To produce high quality written reports to update officers, councillors and other stakeholders on progress as required;
 - To take responsibility for maintaining communication with residents and the wider community on each project as appropriate;
 - To attend and present at internal review meetings; to organize and chair external meetings with residents and other stakeholder groups;
 - To work closely and directly with residents and the wider community throughout the process as appropriate;
- 3.2 The appointed consultant will be embedded in the team and will be setup with a

responsible for any sub-contracting arrangements and works / consultancy appointments will contract directly with the Council.

3.3 In responding to this brief we will be assessing CV's of the nominated individual as well any additional support provided by their consultancy organisation where relevant. We are looking for quotes which specify an hourly rate for consultant time including all disbursements. Fees will be charged based on time spent as outlined below. The appointment is capped at £75,000 and will be reviewed monthly. We estimate that the appointment will require around 15 hours per week to effectively manage this role.

3.4 There will a requirement to work flexibly within Lambeth offices (currently Phoenix House, Vauxhall) and a requirement to learn key Lambeth systems and processes in order to meet the objectives listed above.

4.0 Delivery Timeframe

4.1 We anticipate this commission to be delivered over 12-18 month period from commencement. Appointment will be on the basis of a monthly time charge capped at £75,000 as described below. The Council reserves the right to vary the timeframe required for this appointment.

5.0 Form of Contract

5.1 The form of contract will be the Lambeth Short-form Consultancy Contract (or other mutually agreed standard form of contract). Note that we require a minimum of two million pounds of professional indemnity insurance cover with this commission.

6.0 Confidentiality

6.1 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 other than in accordance with the express written instructions of the Council.

6.2 The appointed consultant will be representing the Council and will at all times be expected to exercise the highest standards of professional integrity, including being mindful of potential conflicts of interest that may arise through this appointment. Consultants should observe best practice when handling data belonging to the Council; sensitive resident or commercial data will be handled in accordance with data protection requirements and should not be issued externally without consent.

7.0 Evaluation Criteria

7.1 Responses to this RFQ will be evaluated in accordance with the criteria set out below. All responses to be received by 12 noon on **20th November 2017**.

Item	Description	Evaluation
1)	Quality	50%
2)	Price	50%

7.2 Quality

7.3 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.

7.4 Interviews of shortlisted firms will be used to moderate the quality scores and assist with selection.

No.	Requirements	Score
1	<i>A methodology statement outlining;</i> - your company approach and ethos; - your understanding of the brief and how you would deliver the services requested. (max. 2 pages A4)	25%
2	<i>CV for proposed lead consultant (and any proposed supporting team members if applicable)</i> Please include a CV for the lead consultant and details of the supporting team – for instance, firms may wish to offer a cheaper price by nominating a less experienced consultant who has access to specialist knowledge through colleagues.	25%
	TOTAL	50%

7.5 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:

$[(\text{Allocated Score} / 5) \times \text{Criteria Percentage}] ; \text{ e.g. } 3/5 \times 30\% = 18\%$
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7.6 Price

This section sets out what fee information we require and how this will be evaluated. Price carries a total score of 50.

The score for the price will be calculated as follows:

- A blended average rate will be calculated from the details provided in the table at Appendix 1.
- The lowest blended average rate will be given a score of 50 out of 50.
- All other tenders will be given a score on the basis of (lowest blended rate / blended rate of tender) * 50.

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: 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.