
LDP HANDBOOK

GUIDANCE FOR USERS



MAYOR OF LONDON

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**Greater London Authority
May 2013**

Published by
Greater London Authority
City Hall
The Queen's Walk
More London
London SE1 2AA

www.london.gov.uk

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INTRODUCTION

The Mayor of London has set out a number of policies to address the long-term housing needs in London. This includes a drive to increase the supply of housing, such as ambitious plans to deliver 55,000 new affordable homes by 2015. Creating jobs and economic growth is also a key priority for the Mayor, who has pledged to invest in London's infrastructure, regeneration and housing to create 200,000 jobs over the next four years and to ensure that young Londoners can take advantage of the jobs London is creating.

In response to this, the Greater London Authority (GLA) has established a multi-supplier framework panel – the London Development Panel – to accelerate the release of public land for residential-led development.

The establishment of the LDP is therefore expected to speed up procurement of a development partner, increase efficiency and significantly reduce costs by pre-qualifying suppliers under set terms and conditions. By providing an efficient procurement mechanism to bring forward public land for development, the Mayor hopes to accelerate the delivery of housing, spurring economic growth by creating jobs and supporting businesses.

The LDP consists of twenty-five panel members procured to provide the range of services and works necessary to deliver housing and associated infrastructure, and is available for use by the GLA, the wider GLA Group and a broad range of other public authorities with land in London, including London's thirty-three councils, registered providers and government departments.

The LDP will run for a period of 4 years commencing in 10th May 2013. There will be no option to extend beyond this period. It is likely that many of the projects procured through the panel will have long build-out durations and it is anticipated that some of these may take up to 10 years to complete.












The Homes and Communities Agency (HCA) has procured a similar but separate panel, the Delivery Partner Panel 2, which covers the rest of England. Further information on the DPP2 can be found on the HCA's website – www.homesandcommunities.co.uk/dpp











Further information on the LDP can be found on the GLA's website – www.london.gov.uk/london-development-panel

USAGE OF THE LONDON DEVELOPMENT PANEL

Panel Members

The LDP consists of the following twenty-five panel members.

Name	Logo
Affinity Sutton Homes Ltd	
Ardmore First Base Partnership Limited	
BDW Trading Ltd	
Bellway Homes Limited	
Bouygues Leadbitter Consortium	
Carillion-igloo and Genesis	
Catalyst Housing Limited	
Countryside Properties (UK) Limited	
Family Mosaic & Mulalley	
Galliford Try PLC	
Hadley Mace Holdings Ltd	
Higgins Group PLC	
Kier Limited	
Lend Lease Europe Holdings Limited	
London & Quadrant Housing Trust	

Lovell Partnerships Limited	
Notting Hill Housing	
Places for People Homes Limited	
Redrow Homes Ltd	
Regenter Limited	
Rydon Construction Limited	
Taylor Wimpey UK Ltd	
Telford Homes Plc	
The Berkeley Group PLC	
Wates Construction Ltd	

General Areas of Responsibility

The LDP is intended to be used for the procurement and development of housing-led sites. This will include all activities necessary to construct houses and associated infrastructure, marketing and sales and transfer of freehold or long lease to eventual owners including:

The development of homes, to include all activities necessary to deliver completed homes including but not limited to:

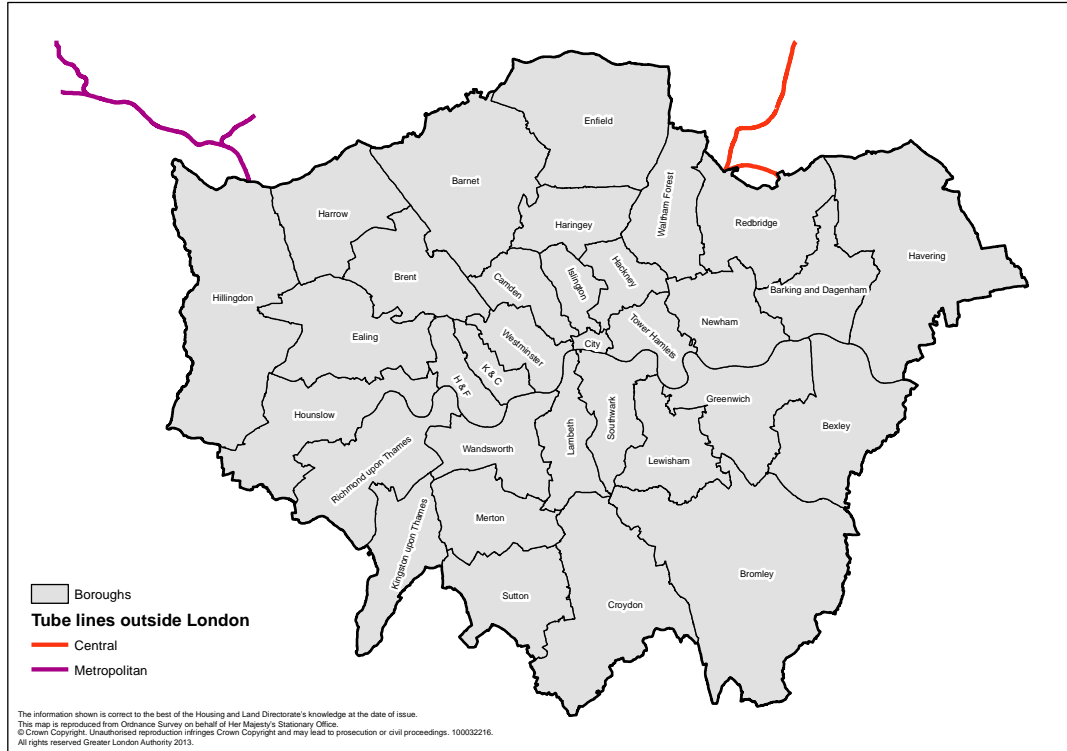
- raising of development finance;
- obtaining planning permission;
- supply chain management;
- design and construction of housing;
- provision of affordable housing (in association with a registered provider);
- design and construction of infrastructure to support housing;
- sales and marketing of homes;
- aftercare and maintenance.

Specifically:

- Development and disposal of sites for residential use;
 - Development and disposal of mixed-use housing-led sites. Mixed-use elements to include community facilities, retail or commercial development ancillary to and in support of housing;
 - Refurbishment / retrofit of existing houses, residential buildings, empty homes and associated buildings;
 - Refurbishment, restoration, conversion of heritage or other buildings for residential use;
 - Demolition, site remediation and enabling works to prepare sites for residential or mixed-use development;
 - Design and construction of homes;
 - Development of Extracare accommodation;
 - Self-build enabling as part of a larger development;
 - Maintenance and site management.
-

Geographical Remit

The geographical area covered by the London Development Panel is illustrated in the map below.



Contracting Authorities

The GLA has procured the LDP on behalf of itself and its subsidiaries, as well as other public authorities with land in Greater London. The public authorities referenced in the OJEU notice (2012/S 69-113942) are listed below:

Authorities listed in OJEU notice (2012/S 69-113942)**Public Authority**

A local asset backed vehicle or asset investment vehicle between a body listed and a private sector partner
A Minister of the Crown

Web link (where available)

Acute Trust (NHS)

www.parliament.uk/mps-lords-and-offices/government-and-opposition1/her-majestys-government/
www.nhs.uk/ServiceDirectories/Pages/AcuteTrustListing.aspx

ALMOS

www.almos.org.uk/member_list

Almshouses

www.almshouses.org/

Ambulance Trusts

<http://www.nhs.uk/ServiceDirectories/Pages/AmbulanceTrustListing.aspx>

BBC

www.bbc.co.uk/

British Rail Board (Residuary)

www.brbr.co.uk/

British Waterways

www.britishwaterways.co.uk/home

Business Innovation and Skills

www.bis.gov.uk/

Care Trusts

www.nhs.uk/ServiceDirectories/Pages/AmbulanceTrustListing.aspx

Central Government Departments, their agencies and non-departmental public bodies

www.direct.gov.uk/en/DI1/Directories/A-ZOfCentralGovernment/index.htm

Community Health Councils

www.nhs.uk/servicedirectories/Pages/ServiceSearch.aspx

Community Land Trusts

www.communitylandtrusts.org.uk/home

DCLG

www.communities.gov.uk/corporate/

Defence Infrastructure Organisation

www.mod.uk/defenceinternet/microsite/dio/

DEFRA

www.defra.gov.uk/

Department for Culture Media and Sport

www.culture.gov.uk/

Department for Environment, Food and Rural Affairs

www.defra.gov.uk/

Department for Health Arms Length Bodies

www.dh.gov.uk/en/Aboutus/OrganisationsthatworkwithDH/Armslengthbodies/index.htm

Department for Transport

www.dft.gov.uk/

Department of Education

www.education.gov.uk/

Department of Energy and Climate Change (including Coal Authority)

www.decc.gov.uk/

DVLA

www.dft.gov.uk/dvla/

Education Establishments

www.education.gov.uk/edubase/search

English Heritage

www.english-heritage.org.uk/

Environment Agency

www.environment-agency.gov.uk/

Extracare Providers

www.housingcare.org/elderly-uk-assisted-living-extra-care-housing.aspx

Fire Authority

www.fireservice.co.uk/information/ukfrs

G15 Members

<http://g15.org.uk/members.html>

Public Authority

G320
 General Practitioners
 GLA group

Highspeed 2
 Highways Agency
 Home Office
 Judicial System (Ministry of Justice)
 L9 group of housing associations in London
 Land Registry
 LCR
 LEPS

Local Authorities

Local Development Agencies
 Local Health Boards

London & Continental Railways Ltd
 London Boroughs & City of London

Mayoral Development Corporation established under the Localism Act 2011

Mental Health Trusts

Metropolitan Police
 Ministry of Defence
 National Housing Federation
 Natural England
 NDA Properties Ltd

Network Rail
 NHS Foundations Trusts

NHS Hospital Trusts

NHS Property Services Ltd
 Nuclear Decommissioning Authority
 Oil & Pipeline Agency

Web link (where available)

<http://hpmt.co.uk/clients/g320/website/>
www.gmc-uk.org/doctors/register/LRMP.asp
www.london.gov.uk/who-runs-london/greater-london-authority/gla-functional-bodies
www.hs2.org.uk/abouths2Ltd
www.highways.gov.uk/
www.homeoffice.gov.uk/
www.justice.gov.uk/

www.landregistry.gov.uk/
www.lcrhq.co.uk/
www.communities.gov.uk/localgovernment/local/localenterprisepartnerships/summaries/
www.direct.gov.uk/en/DI1/Directories/LocalCouncils/AToZOfLocalCouncils/DG_A-Z_LG

www.nhs.uk/servicedirectories/Pages/ServiceSearch.aspx
www.lcrhq.co.uk/
www.londoncouncils.gov.uk/londonfacts/londonlocalgovernment/londonboroughs.htm
www.legislation.gov.uk/ukpga/2011/20/contents/enacted

www.nhs.uk/ServiceDirectories/Pages/MentalHealthTrustListing.aspx
content.met.police.uk/Home
www.mod.uk/DefenceInternet/Home/
www.nhfdirectory.co.uk/
www.naturalengland.org.uk/
 No website – go through Nuclear Decommissioning Authority website.
www.networkrail.co.uk/
www.monitor-nhsft.gov.uk/home/about-nhs-foundation-trusts/nhs-foundation-trust-directory
www.nhs.uk/servicedirectories/Pages/ServiceSearch.aspx
www.nhs.uk/Pages/HomePage.aspx
www.nda.gov.uk/
 No web site - go through Defence Infrastructure Organisation website

Public Authority

Olympic Delivery Authority

London Legacy Development Corporation

Port of London Authority

Primary Care Trusts

Registered Providers

Royal Mail

Royal Parks

Special Health Authorities

Strategic Health Authorities

The Crown Estate

VOSA

Web link (where available)www.london2012.com/about-us/the-people-delivering-the-games/the-olympic-delivery-authority/www.londonlegacy.co.uk/www.pla.co.uk/www.nhs.uk/ServiceDirectories/Pages/PrimaryCareTrustListing.aspxwww.tenantservicesauthority.org/server/show/nav.14538www.royalmail.com/www.royalparks.gov.uk/www.nhs.uk/ServiceDirectories/Pages/SpecialHealthAuthorityListing.aspxwww.nhs.uk/ServiceDirectories/Pages/StrategicHealthAuthorityListing.aspxwww.thecrownestate.co.uk/www.dft.gov.uk/vosa/

Please note, there is currently no intention to charge public authorities for using the LDP. The only obligation is for panel users to collect some simple data around outputs and key performance indicators. There is also no intention to make use of the LDP compulsory for investment partners, and provision of funding is not dependent on investment partners using it.

How other Public Authorities can use the Panel

Public Authorities with land suitable for residential development in London are encouraged to use the LDP wherever this is appropriate, as it will enable Panel Users to achieve significant savings in time and costs of procurement over a full OJEU compliant procurement process.

Public Authorities wishing to procure through the LDP will be required to sign up to a letter of agreement with the GLA enabling them to use the Panel. This letter effectively states that all liability arising from using the London Development Panel lies with the Panel User.

Once the letter of agreement has been signed, the GLA will provide the Public Authority with all information necessary to enable them to use the Panel. Public Authorities wishing to use the London Development Panel should, in the first instance, contact: LDP@london.gov.uk.

Panel Management

The LDP is managed by the GLA's Housing and Land Directorate, which is responsible for maintaining and making available information on the Panel, arranging regular meetings with Panel Members and providing advice and support on Panel usage.

The GLA Housing and Land Directorate maintains schedules of both GLA and Partner usage of the LDP. Abbreviated versions of these schedules can also be accessed by Panel Members. They can provide a useful means of identifying future pipelines of opportunity. To this end, it is important that information on projects is provided to the GLA Housing and Land Directorate at the earliest opportunity and as the project progresses, even if procurement of the project may be several months away. This information should be provided by the Lead or Deputy Lead. The information provided should include:

- The name of the commissioning body and instructing officer (with contact details);
- The name of the project;
- A short description of the project (dates, number and type of units, type of site, funding etc);
- Anticipated programme;
- What stage the project is at e.g. EOI, Sifting Brief, ITT etc;
- Who has submitted Sifting Briefs;
- Who has submitted Tenders;
- Name of successful Tenderer;
- Value of Commission;
- Any further comments.

Framework Agreement

All panel members have signed a framework agreement with the GLA. The framework agreement establishes the overarching terms and conditions for the LDP and includes the following key contractual provisions:

- Subject to any earlier termination/suspension, the Framework Agreement will be for a 4 year term, finishing in May 2017.
- Panel Members may be required to execute Collateral Warranties and assign work in favour of funders, purchasers, tenants and/or other third parties acquiring interest in the work carried out.(see Schedule 7 of the Framework Agreement).
- Mini-competition processes and evaluation criteria (see Schedule 6 of the Framework Agreement);
- Insurances, including £10m employers liability, £10m public liability and ability to obtain £10m contractors all risk insurance (see Schedule 3 of the Framework Agreement);
- Schedule of services (see Schedule 2 of the Framework Agreement);

All works and services procured under the framework agreement will be subject to Project Agreements, formalised as part of the mini-competition process. The project specific form of contract include:

- Building lease attached at Schedule 4 of the Framework Agreement;
- Development agreement attached at Schedule 4 of the Framework Agreement; and
- JCT design and build contract.

Framework Agreement Subcontracting

Panel Members can propose a subcontracted team within their mini-competition bids. This enables maximum flexibility to be maintained in the use of the LDP and the right team to be put together for each project procured through it. The Panel Member will maintain full responsibility for any subcontractor appointed by them and will carry full liability for any sub-contractors' or sub-consultants' performance. The Panel Member can also incorporate Registered Providers in the team in this way.

Where there are specific requirements around the team that is required, for example where the RP must be drawn from a specific list or there is a requirement to use local labour or subcontractors, then this should be made clear during the mini-competition process and proposals evaluated on that basis.

The Procurement Process

The LDP has been established under a Restricted Procurement procedure, strictly following the Public Contracts Regulations 2006 (as amended). The OJEU notice was published on 5 April 2012.

A team drawn from within the GLA Housing and Land Directorate evaluated the pre-qualification questionnaires (PQQs). The PQQ established the capabilities and experience of the prospective panel members

Shortlisted applicants were issued with an Invitation to Tender (ITT) for the second stage. The ITT consisted of a hypothetical land disposal opportunity and questions

around management of the panel. Tenderers were also required to submit a completed Development Appraisal Tool (DAT) model in relation to their proposals to develop the site. The evaluation of the financial elements within the DAT model included assessment of the key financial aspects (build costs, sales values and overheads and profit), which have been carried forward into the Framework Agreement as baseline figures for future reference. Overheads and Profit are carried forward converted to a percentage of gross development value, for both affordable and open market housing.

Comparison of the carry forward financial elements are available to GLA staff and to signed up public sector bodies.

At mini competition stage, the overall land value will become the major aspect of the financial evaluation, but build costs, sales values, overheads and profit provided, should also be interrogated, as they normally would be at project specific tender stage. Any significant difference in the costs, values, overheads, and profit to those submitted at ITT stage will need to be justified and understood.

Panel Members

The Panel Members are the parties who have entered into the Framework Agreement with the GLA, and who must sign up to the Project Agreements with LDP users. They will carry full liability for all works or services undertaken by them through this Panel.

The majority of the Panel Members are single legal entities, although there are also Joint Ventures formed by two or more separate organisations. JVs carry joint and several liabilities.

Health and Safety

Panel Members will have demonstrated through the whole tender process that they have the necessary skills, capacity, resources, experience and competence to deliver on the type of projects or elements of work they will be expected to undertake.

It is important to note however, that although the GLA has considered health and safety as part of the tender process, Partners using the LDP retain the legal responsibility as construction Client under the Construction (Design & Management) Regulations 2007 to carry out competency checks on all appointees to a project; the GLA cannot take on this legal responsibility.

Procurement of Works and Services from the Panel

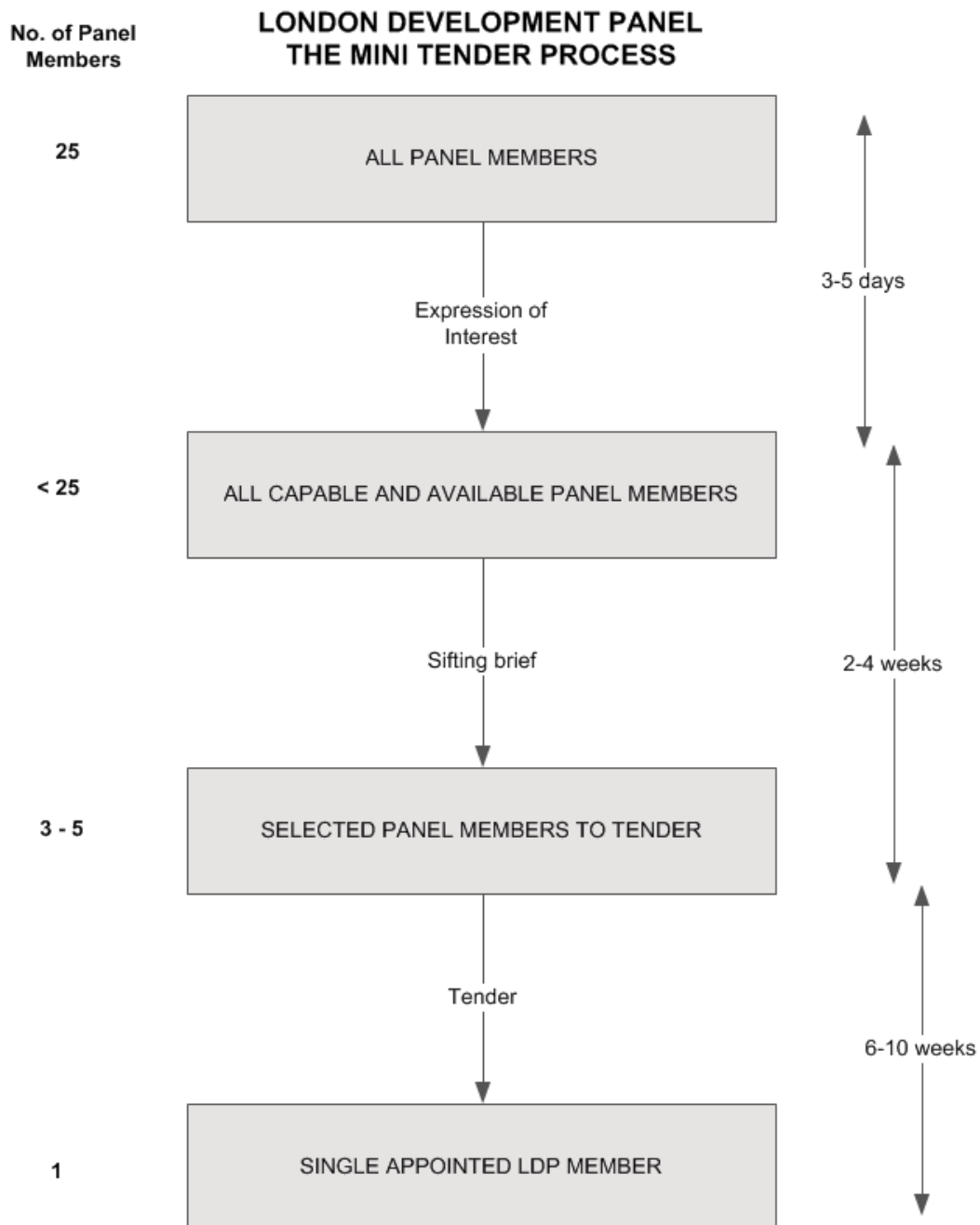
Schedule 6 of the Framework Agreement provides details on the Project Tendering Procedure.

The following provides general guidance aligned to these options.

All works and services procured through Framework Panels are subject to mini competition and LDP is no exception to this. A project tendering procedure is required to select the best Panel Member to undertake each piece of work procured through the Panel.

Opportunities to bid for work should be offered to all capable and available Panel Members. The LDP consists of 25 Members and if all Panel Members and if all the members provided a full tender for each piece of work, the resultant level of competition would be too high

In order to reduce the number of bidders to a more reasonable level, a two-stage process is proposed prior to the invitation to tender. An initial enquiry should be undertaken to establish Panel Members’ interest and capacity to bid; this is followed by a sifting brief, which is a qualitative exercise to select the Panel Members most suited to bid.



Prior to starting the procurement process, it is important that Panel Members be provided with sufficient information for them to make an informed decision on whether

or not they wish to bid. The nature of their role should also be made clear to them, together with how they are expected to undertake the project.

Information that should be provided includes:

- a location plan and site plan identifying the site boundary
- confirmation of ownership of the site
- the capacity in which the Panel Member is expected to act, e.g. developer taking full sales risk? contractor building for a fixed price?
- what is to be built on the site? If housing, then what tenure, mix, other uses – floor areas?
- key site issues. For example, contamination / listed buildings
- has planning permission been obtained? If not, who will obtain this / carry the risk for abortive work if it cannot be obtained?
- what money is available to fund development
- what sales risk exists? Who carries sales risk?
- is the development viable? Is there a positive land value? If not, is grant funding available?
- the timescale for the development; how quickly it needs to be delivered
- proposed management arrangements; e.g. who is the commissioning body?

A draft Expression of Interest (EOI) proforma is available at [Annex 1](#).

If it is uncertain about the best approach to take, or if there are uncertainties about the viability of the site, soft market testing can be undertaken with Panel Members. This can be undertaken informally and does not need to involve all Panel Members. Panel Members can also be engaged to provide early stage advice on viability, or the best ways to bring a site forward; this advice is provided free of charge. Guidance on how to obtain early stage advice is available within the Soft Marketing testing and Early Stage Advice section.

During the entire mini competition process, it is important that someone from the contracting body is available to answer queries. This person should have a good knowledge of the project. All significant clarifications should then be forwarded to the other bidders.

Panel Members can bid jointly, but one Panel Member will need to assume the position of lead. This lead Panel Member will sign the project contract with the GLA or the Partner Organisation and will take full liability for the project. The other Panel Member(s), in contractual terms, will be a subcontractor to the first. Where two Panel Members bid together they cannot also make individual bids.

Scope of the Mini-Competition

There is a fundamental principle within the Public Contract Regulations that the OJEU notice, competitive process and resulting award, must be consistent. With call offs from the Panel, it is important that the information disclosed during the three stage mini-competition process provides consistency from the initial outline of the development opportunity through to the award decision. A Panel Member who declined to bid in the early stages may have grounds for challenge if 'goal posts' then move and the development opportunity then becomes more attractive to them.

The mini-competition must cover the full range of works and services required. There is a risk that when development proposals are sought, which focus on a small section of the development opportunity, then this is viewed as inconsistent with the scale of the overall development opportunity. For example, where a site is offered to the Panel prior to obtaining planning permission, we must be sure that the mini-competition covers the eventual development as well as the initial services required to obtain the planning permission.

It is important that the mini-competition makes clear the full scale of the opportunity and site-wide development proposals must be sought (even if only in broad outline). A mechanism will then be required for agreeing financial details of later phases within the development agreement, where these cannot be established in the mini-competition process. The development agreement will need to be made available at mini-competition stage to ensure that all tenderers are aware of the mechanism and can prepare their bids on the same basis.

Duration of Projects Procured through the Panel

Work commenced during the term of the Framework Agreement may be completed after expiry of the Framework Agreement to accord with individual development agreements or building leases. It is anticipated that projects procured may have a duration of up to 10 years.

Expression of Interest (EOI)

The initial communication sent out to Panel Members providing them with information (detailed above) on the project should be issued to all Panel Members, and should simply ask if they are interested in bidding or not. Panel Members should just be asked to give a simple 'Yes' or 'No' response, but preferably with a short statement explaining their reasons for declining. Contact details for Panel Members will be provided to when the letter Agreement with the GLA has been completed.

This first stage is self-selecting and Panel Members may decline to bid at this stage. This is something they are entitled to do; we cannot reasonably expect them to bid for every opportunity that is put to the Panel. One of the efficiencies of the Panel lies in ensuring that levels of competition are not too high and that only the most suitable firms bid for each opportunity.

This first stage is the opportunity for the Panel Members to deselect themselves. If however, some Panel Members do not respond to the initial invitation by the due date, it is advisable to contact them again, perhaps by telephone, just to confirm their lack of interest. This avoids any possibility of confrontation from Panel Members who, for whatever reason, believe that they did not receive the initial invitation.

Panel Members expressing an interest should then be invited to respond to a sifting brief.

A proforma EOI is provided at [Annex 1](#)

Sifting Brief

The sifting brief should build on the information provided in the initial EOI stage and should provide any further information about the project to be commissioned that has been requested, or has become available. For example, more detailed site information that we consider appropriate should be made available to Panel Members at this stage, such as information on contamination, listed buildings, utilities etc.

A proforma sifting brief is provided at [Annex 2](#).

The expression of interest and sifting brief can be combined into a single exercise. Panel Members could simply be asked to confirm, or otherwise, their interest, and if they are interested, then continue onto the sifting brief stage.

Panel Users may also wish to undertake a Tenderers' Day at sifting brief stage. These have generally involved presentations to interested Panel Members on a particular development by the area team, consultants, and local authority representatives. This could then be followed by a site visit, with opportunities for discussion and questions. The commissioning authority should structure the Tenderers' Days to suit the requirements of the particular development.

The sifting brief is the means by which we reduce the number of companies interested in bidding. In order to do this we need a means of evaluating the responses we receive and of selecting a tender list. The means by which we select or reject Panel Members needs to be sound, but also efficient. The sifting brief should not be a second PQQ exercise and should not seek to check Panel Members' general capability, because this has already been established through the London Development Panel procurement process.

The sifting brief should focus very much on the specific project to be developed and should seek to test the capabilities and experience of the Panel Members in delivering the things that are critical to the success of that particular project. It also provides the opportunity to clarify and better understand what can be delivered on a particular site and to further test viability.

Probably the best way to approach the drafting of sifting brief questions is to identify the things that are particularly difficult or particularly important about the project and phrase the questions around these things. There should be up to 10 questions and word limits of around 500 words should be given for each question.

Tenderers should also be asked to confirm their willingness, availability and capacity to undertake the project.

The following are examples of the type of questions that are suitable for use at sifting brief stage.

For example:

- Describe the key financial risks for the Panel User and Panel Member in undertaking and completing the project, highlighting evidence from the soft market testing (if undertaken) or from own analysis (in which case additional time should be allocated to completing the sifting brief).

- Describe how you would deal with community consultation during the development process (used on a site with a strong community where this is an aspect that is critical to project success).
- Describe how you would deal with a particular sort of contamination on the site (this needs to be specific and not just about dealing with general contamination).
- Describe your approach to developing the specific listed building that is located on the site (the response should be specific - not general).
- Describe how you would manage phasing of development on this site (suitable for a tight site where phasing of works is difficult) or in particular, where an early start on site is desired, how you would achieve a start on site by a particular date, highlighting issues and if considered unrealistic, proposals for an alternative programme.
- Describe how you would demonstrate that you would achieve high quality design for the scheme

These are examples only, and it is critical that the questions used reflect the needs and nature of the particular project. Some considerable thought needs to be given to preparing the sifting brief questions. The examples are also given in the Proforma at [Annex 2](#) for ease of reference.

These statements should be short and specific. Panel Members should be instructed not to submit general company information that has not been specifically requested.

Evaluation and weighting criteria to suit the needs of the individual project should be defined and clearly communicated to Panel Members. It is appropriate to state the weighting to be applied to each question.

It is important to remember that the sifting brief should be a relatively quick, single stage exercise. It should be undertaken with a light touch, to ensure that the procurement process is as efficient as possible and waste is minimised for both Panel Member and contracting authority.

As the Panel is made up of Members of differing financial size and capacity, not all Panel Members will necessarily have the financial strength to carry out all opportunities that will be offered through the Panel. Therefore, after the evaluation of the sifting brief, but before inviting the preferred Panel Members to submit a project specific tender, panel users should ensure that the proposed bidders have sufficient financial capacity to undertake the specific project.

Mini-Competition

Following evaluation of the sifting brief, between 3 and 5 Panel Members should be asked to provide a full project specific tender.

The project specific invitation to tender will be specific to the Project concerned and will be used to agree the details and scope of the works and/or services required. Panel Members should be advised of the criteria to be used for evaluating tenders.

The scope of the LDP is broad, and because it can be used to deliver a range of activities, the mini competition processes used will need to vary considerably to reflect the needs of the work being procured.

As part of the mini competition, a project specific contract will need to be put in place between the Panel Member and the commissioning body. This contract will exist in conjunction with the GLA Framework Agreement, but should contradiction occur, the project specific contract would take precedence.

The project specific contract will be in the form of one of the following:

- Building Lease
- Development Agreement
- JCT Design and Build Contract (for construction contracts)

Copies of the Building Lease and the Development Agreement will be provided when the letter Agreement with the GLA has been completed.

It is important that one of these forms of contract must be used, as these were specified during the procurement process as draw down contracts. This will make the procurement far sounder and more resistant to challenge.

Company financial appraisal will need to be undertaken for each project (see Section on Financial Appraisal).

Insurance levels will also need to be checked to ensure that they are current and sufficient to cover the work being commissioned (see Section on Insurances).

Panel Members selected to tender must all tender on the same basis and all be provided with the same information.

The basis of the competition must be clear at the start and must not change significantly, otherwise the competition must be reopened.

Wherever possible, the elements comprising the overall financial bid should be established by the mini competition and not left to be open book, or simply agreed through negotiation with the successful Panel Member alone. Establishing a firm financial bid as part of the mini competition is the ideal and will minimise the procurement risk.

The Development Appraisal Tool (DAT) is designed to appraise in detail the viability of an individual site and the completion of a DAT model will form the financial offer. At tender stage, land value would form the major part of the financial evaluation. Any significant difference in the costs, values, overheads, and profit to those submitted at ITT stage will need to be justified and understood.

The Development Appraisal Tool, together with guidance on its use, is available on the HCA website - www.homesandcommunities.co.uk/dpp

In the case of development works, the project specific tender will be evaluated on the following basis:

Evaluation	Weighting used at ITT	Mini Competition Project Specific Tender Weighting Range
Quality		
Quality and Employer's requirements Design approach	15%	10-25%
Project management & resources Programme Approach to gaining planning Construction approach and technical proposal Risk assessment Health & safety	35%	20-45%
Total Quality	50%	30-70%
Financial Offer		
Sales Values Construction Costs Land Value Overheads and profit	50%	30-70%
Total score	100%	100%

Weighting of evaluation criteria may be varied to suit the nature of the individual project. The exact weighting of the evaluation criteria and sub-criteria to be used will be detailed within the project specific invitation to tender and should reflect the relative importance of the criteria to the success of the project. A more detailed example is provided at Annex 3.

Financial evaluation at Project Specific Tender stage will focus on the land value, overheads and profit. Build costs and sales values included within a Project Specific Tender will be reviewed with reference to information included in Schedule 6A (DAT) of the Framework Agreement. Any significant difference in the costs or values provided within the Project Specific Tender will need to be justified and understood. A summary of the tendered rates of GLA Panel Members is available from the GLA by sending an email to LDP@london.gov.uk.

Following evaluation of the project specific tender, unsuccessful bidders must be sent a notification of exclusion letter detailing the following:

- The name of the successful bidder
- The standstill period end date (if applicable)
- Award Criteria and sub-criteria (if applicable)
- Their scores
- Reasons for their scores
- Successful bidder's scores
- Narrative to explain why the successful bidder scored higher marks including characteristics and relative advantages of the winning tender compared to their tender (subject to any known confidentially/ IPR obligations)
- Contact details to request further information

Successful bidders must be sent an Intention to Award Contract letter by email.

Construction Works

The LDP can also be used to procure construction works. The evaluation criteria for construction works is covered at [Annex 4](#).

Financial Appraisal

General financial appraisal of bidders was undertaken prior to their being offered a place on the Panel. The GLA's finance team will repeat this general appraisal annually. Financial Appraisal of bidders should also be undertaken on a project specific basis to ensure that they can adequately fund the requirements of the project. The following information will be required from the bidders:

- project appraisal
- project cash flow
- evidence of funding
- if deemed necessary additional financial information, e.g. management accounts
- any other information that the Business Appraisal team deems necessary for it to undertake and complete the Project specific review

If bidders are deemed to have insufficient financial capacity to undertake the project, they will not be awarded preferred developer status.

The GLA's finance team maintains up to date information on Panel Members. Please contact gary.matthews@london.gov.uk (020 7983 5613) for further information.

Insurances

Insurances should also be checked on a project specific basis, for example, Contractors All Risks Insurance will be sought on a project specific basis. Insurances may also need to be raised in some cases. At the time of appointment on to the Panel, all Panel Members held the following insurances:

- Employers Liability £10m
- Public Liability £10m
- Contractors All Risks £10m (or proof from insurers that a minimum of £10m could be obtained)

It is the responsibility of the commissioning officer to ensure that the required level of insurance is in place. For GLA projects, further advice can be sought from gary.matthews@london.gov.uk

Please refer to Schedule 3 of the Framework Agreement for further details on insurances.

Soft Market Testing and Early Stage Advice

LDP can be used to undertake soft market testing and to gain informal early stage advice on site viability.

Informal soft market testing has traditionally been undertaken with developers on many projects. It is a way of gaining the views of the market on the viability of a specific proposal. In the past, this has often been commissioned from property consultants, who contact developers in order to gain a market view.

LDP offers the opportunity to gain early stage advice and viability input directly and at no cost. As well as the provision of advice on development costs, revenue and overall viability, Panel Members can also provide advice and input on the best ways to bring a site forward and on the information Panel Members need in order to be able to provide sound tenders for the development.

Panel Members can be used to:

- support the GLA and other Panel users to act as ‘critical friends’ to improve viability and deliverability of a development
- provide Panel users with a service to explore the art of the possible and improve deliverability
- warm up the market to ‘sell’ the site to them

Working with Panel Members, this early stage, pre-development advice has been obtained without compromising any subsequent competitive process. The soft market testing and early stage advice can be obtained informally from Panel Members. It is a separate process that occurs before the formal mini competition process commences. The process can involve as many or as few of the Panel Members as is appropriate.

Initial contact should be made with the nominated contact. All, or a selected number of these, can be contacted to ask if they are interested in providing early stage advice.

In many cases, it has been very useful to hold an informal briefing meeting for Panel Members to provide them with information about the site and to gain their initial responses / reactions as to the best way to progress with development. By holding a meeting with a number of Panel Members, there is good opportunity for idea generation. However, one benefit of meeting Panel Members individually is that they may be more willing to share ideas in that type of forum.

A site visit can be linked to the meeting and this provides a valuable opportunity for other stakeholders, for example the Local Authority, to be involved. The meeting should commence with presentations from the commissioning body and any other key stakeholders.

LDP can provide input on a range of issues including the following:

- Attractiveness of the opportunity
 - Key local experience
 - Perceived challenges
 - Local market demand
 - Design requirements and sustainability
 - Comment on any initial master planning or design work
-

- Viability
- Contract and terms
- Mix and phasing
- Development constraints
- How to improve chances of success
- Initial ideas for adding value

It should be made clear exactly what information is required, or whether there are any specific issues to address, but more general views / ideas around how the site can best be brought forward can also be requested.

Early stage advice and soft market testing is an informal process. Panel Members providing advice will have no contractual obligations for this and any information provided will not come with any form of warranty. Panel Members do however, have a vested interest in ensuring information provided is sound and reasonable, because this will increase the chances of well-resolved and viable sites being brought to the Panel. Panel Members providing early stage advice will gain knowledge and information about the site through the process, but beyond this, they will have no other competitive advantage.

Any information gained through this process should be reviewed and incorporated as seen fit in the formal mini competition documents, where it is considered that this is appropriate. The formal mini competition process should then commence with all Panel Members. Panel Members should not draft mini competition documents.

Standstill Period

There is no legal requirement to hold a standstill period following a mini-competition under the framework. However, Government guidance recommends that the standstill period applies to mini-competitions in excess of the relevant EU threshold and the adoption of the standstill period (and disclosure) will reduce the risk of call-off contracts being declared ineffective. This means that a clear evaluation approach for a mini-competition is needed otherwise there will be no mechanism for which to explain the award decision.

ANNEX 1 – Expression of Interest (EOI)

All text in blue should be amended / removed. Sufficient information should be provided to allow the Panel Members to make an informed decision on whether to express an interest in tendering for this project. This Expression of Interest is your chance to 'market' your site to the Panel and to generate interest in the project.

Logo of Client Organisation

Mini Competition
Stage 1

London Development Panel

OJEU Notice 2012/S 69-113942

Expression of Interest Brief for

Insert name of project

This Expression of Interest Brief has been issued by **name of issuing body** as the first stage of the tender process for the selection of a Delivery Partner for **name of project**.

Client contact details:

Insert the name and contact details of the person/s that is/are knowledgeable about the project, site and tender process and to whom any queries should be directed.

Deadline for return of confirmation of interest:

Insert the date by which confirmation of interest should be returned.

1. Executive summary

Provide a brief summary of the opportunity that is being presented to the Panel Members with this project.

2. Project overview

2.1 Overview of project

Provide a brief description of the project here, including any relevant background information / history and any aims / objectives of the project.

2.2 The site

Provide a full postal address and site area. Include any information about the site's ownership. It is beneficial to also include here a small location plan and attach a red line boundary plan of the site and possibly photographs if appropriate, such as existing buildings if any are to remain or important topographical features.

2.3 General site constraints and considerations

Provide key information about the site, for example former uses, ground conditions, listed buildings / conservation areas, key topographical features, environmental / archaeological considerations.

2.4 Planning overview

Provide a summary of any relevant planning information here, including details of the Local Planning and Highways Authority, relevant planning policy, any planning permission (including planning reference / allocations / SPGs / informal advice or confirmation that no planning permission has been obtained).

3. The development opportunity

3.1 Delivery Requirements

Panel Members must have the capacity and resource to carry out the delivery requirement. This section should therefore provide information on what they will be expected to deliver, for example:

- Delivery of xx number residential units (% market, % affordable % intermediate)
- Delivery of other associated facilities and infrastructure, for example CHP
- Delivery of X sqm commercial space, community facilities, public open space etc.
- A brief summary of any design requirements, quality standards and other standards that will apply
- A brief summary of client's expectations i.e. capital receipt, profit share, construction works etc.

3.2 Role of the Panel Member

Clearly define the role of the Panel Member, for example:

- Whether the Panel Member is expected to perform asset management, pre-construction work, obtaining planning permission, master planning, design and construction of infrastructure, design and construction of residential units, design and construction of other buildings, sales and marketing
- The level of risk the Panel Member is required to take (planning risk, sales risk, and construction cost risk)

3.3 Funding available and viability

Detail any available funding in the form of social housing grant, funding for pre-construction work etc. Provide any information on the viability of the scheme and the value of the site.

3.4 Programme

Tender Programme

The programme needs to be practical, considered, tested and reasonable

Stage	Timing
Initial expressions of interests to be returned. Positive or negative responses must be sought to ensure that the Panel Member has received the EOI.	3-5 working days should be sufficient to respond.
Sifting brief sent out	2-4 weeks
Sifting brief returns	xxxx
Select Panel Members invited to tender	xxxx
Mini Tender return	6-10 weeks (If a design response is required, then a longer period should be considered)
Interviews	xxxx
Confirmation of selected bidder	xxxx
Legal agreements completed	xxxx

Indicative Delivery Programme (stages will vary for construction only projects)

Stage	Timing
Planning application submission	Allow sufficient time for the preparation of supporting reports, pre application discussions including public consultation
Resolution to Grant Planning Permission	xxxx
Completion of S106 Agreement/ Planning Permission	xxxx
Site preparation/enabling works	xxxx
Construction start	Allow sufficient time for preparation of production drawings/ tendering and Judicial Review period
Practical Completion	xxxx

ANNEX 2 – Sifting Brief

Please consult the GLA Handbook prior to completing this proforma. All text in blue should be amended / removed. Note: Much of the information should already have been provided at Stage 1. This information should now be reviewed, updated, clarified and further information provided where necessary. **Please note substantial material changes cannot be made**, as some Panel Members may have made a decision not to bid based on the information previously provided, and if this information subsequently changes, then competition should be reopened.

Logo of client organisation

Mini Competition
Stage 2

London Development Panel
OJEU Notice 2012/S 69-113942

Sifting Brief for

Insert name of project

This Initial Information Brief has been issued by **name of issuing body** as the second stage of the tender process for the selection of a Delivery Partner for **name of project**. As a member of the London Development Panel, you have confirmed your **interest, capacity and resource** to bid in a mini competition to undertake the above project.

XX Members of the Panel have expressed a similar interest and we now propose to use a Sifting Brief to reduce numbers down to a tender list of **3 - 5**. In order to do this, we ask you to respond to the questions detailed in this document by **insert date**. We will then evaluate responses and select the Panel Members who will be invited to tender.

Client contact details:

Insert the name and contact details of the person/s that is/are knowledgeable about the project, site and tender process and to whom any queries should be directed.

Deadline for return of sifting brief:

Insert the date by which the sifting brief should be returned to the client.

1. Executive summary

Provide a brief summary of the opportunity that is being presented to the Panel Members with this project.

2. Project overview

All information in this section should be as provided in the Expression of Interest (Stage 1) or should build upon this information. The EOI may be referenced where the information is the same.

2.1 Overview of project

Provide a brief description of the project here, including any relevant background information / history and any aims / objectives of the project.

2.2 The site

Provide a full postal address and site area. Include any information about the site's ownership. It is beneficial to also include here a small location plan and attach a red line boundary plan of the site.

2.3 General site constraints and considerations

Provide key information about the site, for example, former uses, ground conditions, listed buildings/conservation areas, key topographical features, flood risk, drainage, photographs if appropriate, such as existing buildings if any are to remain / important topographical features. Information on the locality and community, for example schools, public transport, employment, demographics,

2.4 Planning overview

Provide a summary of any relevant planning information here, including details of the Local Planning and Highways Authority, relevant planning policy, any planning permission (including planning reference / allocations / SPGs / informal advice / allocations or confirmation that no planning permission has been obtained.

State whether or not you would be happy for the tenderers to make contact with the Planning, Highways or other relevant local government officers to discuss the site

3. The development opportunity

3.1 Delivery Requirements

Panel Members must have the capacity and resource to carry out the delivery requirement. This section should therefore provide information on what the tenderer will be expected to deliver, for example:

- Delivery of xx number residential units (% market, % affordable % intermediate).
- Delivery of other associated facilities and infrastructure for example CHP.
- Delivery of x sqm commercial space, community facilities, public open space etc.

- A brief summary of any design requirements, quality standards and other standards that will apply.
- A brief summary of clients expectations i.e. capital receipt, profit share, construction works etc.

3.2 Role of the Panel Member

Clearly define the role of the Panel Member, for example:

- Whether the Panel Member is being appointed as development manager, developer or contractor.
- The level of risk the Panel Member is required to take (planning risk, sales risk, and construction cost risk).
- The role the Panel Member is expected to perform (asset management, pre-construction work, obtaining planning permission, master planning, design and construction of infrastructure, design and construction of residential units, design and construction of other buildings sales and marketing).

3.3 Funding available and viability

Detail any available funding in the form of social housing grant, funding for pre-construction work etc. Provide any information on the viability of the scheme and the value of the site.

3.4 Programme

The programme needs to be practical, considered, tested and reasonable

Stage	Timing
Site visit/open days	xxxx
Latest date for enquiries/questions	Approx 5 working days prior to submission of Sifting Brief response date
Sifting brief returns	xxxx
Select Panel Members invited to tender	xxxx
Mini Tender return	6-10 weeks. (If a design response if required a longer period should be considered)
Interviews	xxxx
Confirmation of selected bidder	xxxx
Legal Meeting(s)	xxxx
Legal agreements completed	xxxx

Indicative Delivery Programme (stages will vary for construction only projects)

Stage	Timing
Planning application submission	Allow sufficient time for the preparation of supporting reports, pre application discussions including public consultation
Resolution to Grant Planning Permission	xxxx
Completion of S106 Agreement/ Planning Permission	xxxx
site preparation/enabling works	xxxx
Construction start	Allow sufficient time for the preparation of production drawings / tendering and Judicial Review period
Practical completion	xxxx

3.5 Viewing/site visits

Provide details of arrangements for access to the site including any possible health and safety considerations.

3.6 Contact details

Provide contact details for any stakeholders or consultants that you would be happy for the tenderers to speak to (i.e. planning officers, key consultants).

4. Sifting brief questions

Panel Members are asked to prepare a response to up to 10 questions. Responses should be no more than 500 words per question with illustrations where appropriate. Responses must be relevant to the project but can draw on the previous experience of the Panel Member in order to illustrate the answer.

The following are examples of sifting brief questions; however, it is critical that sifting brief questions are tailored to the project in question:

- Describe how you would deal with community consultation during the development process (used on a site with a strong community where this is an aspect that is critical to project success)
- Describe how you would deal with a particular sort of contamination on the site (this needs to be specific and not just about dealing with general contamination)
- Describe your approach to developing the specific listed building that is located on the site. (The response should be specific not general)
- Describe how you would manage phasing of development on this site (suitable for a tight site where phasing of works is difficult) or in particular where an early start on site is desired, how you would achieve a start on site by a particular date, highlighting issues and if considered unrealistic, proposals for an alternative programme.
- Describe how you would demonstrate that you would achieve high quality design for the scheme

The following insurances are held by all Panel Members (or proof has been provided that it can be obtained); if higher levels are required then a sifting brief question will be required to test whether Panel Members are willing and able to provide the higher levels.

- Employers Liability £10m
- Public Liability £10m
- Contractors All Risks £10m

ANNEX 3 – Mini Competition

Please consult the LDP Handbook prior to completing this proforma. All text in blue should be amended / removed. Sufficient information should be provided to allow the tenderer to submit a comprehensive tender.

Note: Much of the information should already have been provided at Stage 1 and Stage 2. This information should now be reviewed updated, clarified and further information provided where necessary. **Please note substantial material changes should not be made.** Some Panel Members may have made a decision not to bid on the basis of the information previously provided, therefore if this information subsequently changes, then competition should be reopened again.

Logo of client organisation
Competition

Mini

Stage 3

London Development Panel
OJEU Notice 2012/S 69-113942

Invitation to Tender for

Insert name of project

Client contact details:

Insert the name and contact details of the person/s that is/are knowledgeable about the project, site and tender process and to whom any queries should be directed.

Deadline and address for return of tender:

Insert the date by which all tender documentation should be returned to the client and provide the address to which all tender documentation should be sent.

Contents

Please update the table below when the final document has been completed to ensure that the correct headings and page numbers are shown

- 1.0 Executive summary
- 1.1 Overview of project
- 1.2 Project aims and objectives
- 1.3 The site

-
- 1.4 General site constraints and considerations
 - 1.5 Project partners
 - 1.6 Governance
 - 1.7 Planning overview
 - 2.0 The development opportunity
 - 2.1 Delivery requirements
 - 2.2 Role of the Development Partner
 - 2.3 Design requirements
 - 2.4 Standards that apply
 - 2.5 Other requirements
 - 2.6 Community engagement
 - 2.7 Funding available and viability
 - 2.8 Registered Providers
 - 2.9 Indicative programme
 - 2.10 Principles of the Project Contract
 - 2.11 List of technical reports
 - 2.12 Further information
 - 2.13 Project Team
 - 3.0 Selection of the Delivery Partner
 - 3.1 Role of the Delivery Partner
 - 3.2 Delivery Partner Selection
 - 3.3 Project Contract
 - 3.4 Submission requirements
 - 3.5 Financial offer
 - 3.6 Evaluation Framework
 - 3.7 Tender Information
 - 3.8 Financial Appraisal
 - 3.9 Insurances
 - 3.10 Disclaimer and important information
 - 4.0 Appendices
-

- 4.1 Draft Project Specific Contract
- 4.2 Form of tender
- 4.3 Development Proposal (see following template)
- 4.4 Submission checklist
- 4.5 Site ownership plan
- 4.6 Technical reports
- 4.7 Relevant design information
- 4.8 Relevant planning information
- 4.9 Other relevant information

1. Executive summary

Provide a one-page summary of the opportunity that is being presented to the Panel Member with this project, for example:

Name of site and client

Summary of role of the LDP member – contracting or developing, what are they required to do?

Planning status

Submission requirements – what do we need back with the tender?

Form of contract

Confirm number of bidders, key tender return details and name of person who answers queries

Project overview

1.1 Overview of project

Provide a comprehensive description of the project here. This could include the project vision, a description of what the project is hoping to achieve, any relevant background information / history to the project, the opportunity that is being presented to the tenderer.

1.2 Project aims and objectives

Describe here, the agreed aims and objectives of the project.

1.3 The site

Provide as much relevant information about the site as possible here, including a full postal address and site area. This could include a description of the site in its current state, its former uses, a brief description of the surrounding area, a brief history of the site, an explanation of land ownership issues and reference to any initiatives that may have already

taken place on the site or are likely in the near future. It is beneficial to also include here a small location plan and site plan (full versions of these can be included in the appendices).

1.4 General site constraints and considerations

Include here a summary of any known site constraints (full drawings or reports can be included in the appendices). For example, does the site have any known contamination issues? Is the site within a designated conservation area, or is it home to any protected wildlife species? Does the site have any protected views, or has it any existing buildings that need to be retained? Are there any access issues that need to be highlighted?

1.5 Project partners

List here any project partners that are already involved in the project, or that will need to be involved in the future. Briefly describe their role and provide contact details where appropriate.

1.6 Governance

Confirm who the contract is with and who else is involved. Details how the delivery partner will need to work with client and stakeholders to progress the project. Detail the governance structure for the project and the approvals that should be sought at various stages.

NOTE. It is important to think through and plan how approvals will be obtained for appointment of the LDP Member. These should be realistically programmed in.

1.7 Planning overview

Provide a summary of any relevant planning information here. This could include an overview of the appropriate national, regional and local planning policy, an explanation of the current planning status, information any planning application and S106 information (if applicable). More detailed information / drawings / schedules could be included in the appendices if necessary.

Suggest a clear brief on how planning risk is to be shared and whether a 'subject to planning' deal is acceptable.

2. The development opportunity

2.1 Delivery requirements

Panel Members must have the capacity and resource to carry out the development requirement. This section should therefore provide information on what the tenderer will be expected to deliver, for example:

- Delivery of xx number residential units (% market, % affordable % intermediate);
 - Delivery of other associated facilities and infrastructure, for example CHP;
 - Delivery of xx sqm commercial space.
-

2.2 Role of the Development Partner

Explain the role that the Development Partner will be required to take here; for example define whether this is a construction or development project. Include a description of any delivery options that have been considered and the level of risk the tenderer will be required to take.

2.3 Design requirements

Provide a comprehensive description of the design requirements of the project here. This could include the design vision for the site, the urban design strategy or any urban design analysis that has either been undertaken, or that is required to be undertaken by the tenderer, the environmental aspirations, and any specific engineering requirements.

2.4 Standards that apply

Describe any standards that will apply to the project here. For example, will GLA's standards apply to the site? Does the project have to comply with any Local Authority standards or are there any project specific standards that will need to be incorporated?

2.5 Other requirements

Include here an explanation of any other requirements for the project that have not been covered above.

2.6 Community engagement

Explain the community engagement strategy here and where appropriate, describe any engagement that has already taken place and list any requirements for future engagement.

2.7 Funding available and viability

Detail any available funding in the form of social housing grant or funding for pre construction work. Provide any information on the viability of the scheme and the value of the site.

2.8 Registered Providers

Provide information on how any registered provider would need to be procured; is there a select list of registered providers in this area? Should the LDP Member procure the registered provider now, or will they be procured jointly with the client following appointment of the LDP member?

2.9 Indicative programme

Include here an indicative programme for the overall project. Highlight the intended start date of the project, any dates for completing the legal documentation, any planning targets, the

proposed start-on-site date, the overall completion date and any interim phasing completion dates.

2.10 Principles of the Project Contract

The form of drawdown contract to be used for individual sites will be either the Building Lease, Development Agreement, or JCT Design and Build Contract. The form of contract to be used should be advised within the mini tender documentation and the draft contract made available. Briefly explain the key principles of the Project Contract here and include draft legal documentation as an appendix.

Include confirmation of the intended distribution of risk if agreed.

It should be made clear that bidders will be expected to enter into the project contract with minimal variation.

Issue of the full project contract at this stage significantly speeds up appointment post tender.

2.11 List of technical reports

List here, any technical reports that have been completed in relation to the site and highlight any key findings. Include a copy of these reports in the appendices. Please note that in many circumstances, sites are brought forward without extensive reports / investigations having been carried out. This can lead to some level of uncertainty about the site conditions, which may be reflected in the submissions made by tenderers (for example in the financial offer or in the level of risk the tenderer is prepared to take on). It is therefore always preferable to provide tenderers with as much information as possible.

You should append a checklist, which details the information that is included/excluded and confirmation as to how bidders should address those items that are not enclosed. For example, should a provisional sum be included to cover a missing ground conditions report?

2.12 Further information

Include here any other relevant information that has not been included above.

2.13 Project Team

Include here details of existing project team if they are to be retained. If new consultants may be required, confirm if selection is required from GLA's Panels.

3. Selection of the Delivery Partner

3.1 Role of the Delivery Partner

Summarise clearly and concisely the activities that the Delivery Partner will need to undertake to deliver the project. This should be a practical and defined summary. The LDP schedule of services may be used to help draft this.

3.2 Delivery Partner Selection

Explain here how the Delivery Partner will be selected. For example, the Delivery Partner will be selected based upon information provided in this tender. Reference documents that the LDP Member will need to complete.

Define who will mark the submissions, whether GLA staff, consultants or other Partner's staff.

Define how bids will be evaluated. Provide a reference to the evaluation matrix. What will be the quality price split? What % of marks are allocated to each section? Do bidders need to achieve a minimum 'pass mark' for quality to be considered?

Has a bidders' day been arranged? If so, provide details. Bidders' days at this stage would usually involve a series of short individual meetings with each of the bidders, to enable them to ask questions. Answers to any questions that cannot be answered on the day can be forwarded on later. The bidders' day should be held early on in the tender period.

How will questions be answered? Generally, answers to questions of a non-commercial nature should be copied to all bidders; however, questions and answers relating to alternative methods should not.

Will interviews be held? If so, when and where?

When does the client intend to make an appointment?

3.3 Project Contract

Provide any further information on the project contract and how it will operate. Make it clear that bidders will be expected to enter into this contract with little change and that any amendments they would wish to make, should be raised with their tender and not after this date. Provide dates for subsequent legal meetings and a date for completion of the contract.

3.4 Submission requirements

Provide details of all the information that needs to be submitted with the tender. Templates should be provided for information required back from bidders, to ensure consistent responses as far as possible. These templates should be made available as appendices. Word and page limits should be provided, together with details of any specific electronic or hard copy formats. This is suggested to include a completed Development Appraisal Tool, see section 3.5 below.

Provide an address to which tenders should be submitted. Include any specific tender label as an appendix.

Provide a clear list of all documents that need to be returned, for example:

- Design / Development proposal document
 - Confirmation of how quality standards will be met
 - Confirmation of the team the LDP Member is proposing
 - Branding / marketing proposal
-

- Info of apprenticeships and local labour
- Site management proposal
- Financial bid
- Project contract marked up with any minor amendments

3.5 Financial offer

Describe here, the financial offer being sought. For example, are we seeking a financial bid for the site? When do we require receipt of this money? Provide a template for completion of the financial offer to ensure consistency. It is important to clarify here any key financial assumptions that are unknown, for example, S106 costs. If all bidders are advised to include the same sum, this will enable parity of tenders. If the sum subsequently changes, then it can be adjusted post tender.

It is probably a good idea to clarify here the key things for which the bidder will bear the cost, for example:

- Any infrastructure works – roads, services etc.
- Obtaining planning permission
- S106 costs
- The template for completion of the financial offer may cover a cost plan for any infrastructure
- A schedule of anticipated sales values
- Development cash flow
- It is recommended to require a completed Development Appraisal Tool (DAT) for each proposal (see <http://www.homesandcommunities.co.uk/ourwork/development-appraisal-tool> for a copy of the model and user guide). This will ease comparison by providing a standard format, at a suitable level of detail. The 'Final Result' of such a DAT model will be the Present Residual Value of the Land, which should equate to the financial offer from the bidder. However, the detail within the DAT will also enable the financial assumptions behind the bid to be understood in more detail (e.g. build cost and phasing assumptions). All panel members have previous DAT completion experience.
- If deferred payment terms and/or risk sharing are acceptable, then it is suggested a standard method of comparison of terms, such as the Agency's 'Build Now, Pay Later' model are used (see <http://www.homesandcommunities.co.uk/ourwork/build-now-pay-later-guidance>), in addition to a DAT model of the development.

Include information requiring number of compliant bids / variant bids, and on what basis variant bids will be considered acceptable.

3.6 Evaluation Framework

Include an evaluation criteria table, an example of which is provided below.

These evaluation criteria are taken from the framework contract and they can be amended to suit the needs of the specific project. They make up the quality part of the assessment; the financial bid makes up the price part of the assessment. The overall weighting of the two can be defined to suit the project.

It is useful to state who will be marking the tenders, to enable the LDP Members to tailor the way they present information to their audience.

The assessment method to be used for each individual Project will be defined as part of the Project Tendering Procedure.

Weighting of evaluation criteria may be varied to suit the nature of the individual project. The exact weighting of the evaluation criteria and subcriteria to be used will be detailed within the Project Specific Invitation to tender.

Financial evaluation at Project Specific Tender stage will focus on the land value and overheads and profit. Build costs and sales values included within a Project Specific Tender will be reviewed with reference to information included in Schedule 6A (DAT) of the Framework Agreement. Any significant difference in the costs, values provided within the Project Specific Tender will need to be justified and understood.

Evaluation	Weighting used at ITT	Mini Competition Project Specific Tender Weighting Range
Quality		
Quality and Employer's requirements design approach	15%	10-25%
Project management & resources Programme Approach to gaining planning Construction approach and technical proposal Risk assessment Health & safety	35%	20-45%
Total Quality	50%	30-70%

Financial Offer		
Sales Values		
Construction Costs	50%	30-70%
Land Value		
Overheads and profit		
Total score	100%	100%

3.7 Tender Information

Explain the tender process here. Include a description of the information to be returned. List any forms that need to be completed and include these in the appendices. Highlight the tender timetable (including the submission deadline, the dates set aside for any interviews, the date when tenderers will be notified if they have been successful or not, and the date by which the Project Contract will need to be signed). Provide the address to which tenders should be returned. Explain how tenderers can inspect the site and provide the details of the person/s who can be contacted for further information.

Confirm tender return date and details.

3.8 Financial Appraisal

Tenderers should not be required to submit company financial information. All GLA Members have undergone financial vetting and GLA's Finance Team regularly updates this. However, project specific financial appraisal may be required to ensure bidders can adequately fund the requirements of the specific project. The following information may be required from the bidders:

- Project appraisal
- Project cash flow
- Evidence of funding

Please contact gary.matthews@london.gov.uk from the GLA's finance team for further information.

3.9 Insurances

The following insurances are held by all Panel Members (or proof has been provided that it can be obtained);

- Employers Liability £10m
- Public Liability £10m
- Contractors All Risks £10m

If higher levels are required, then proof will be required at tender Stage 1.

3.10 Disclaimer and important information

Provide here a disclaimer, any other important information and any relevant Freedom of Information details.

4. Appendices

Include here, any relevant reports/drawings, together with standard proforma/templates for tenderers to submit their bids. For example:

Proforma to be completed and returned with tender

4.1 Draft Project Specific Contract

Building Lease, Development Agreement, or JCT Design and Build Contract.

4.2 Form of tender including financial template / financial bid

4.3 Development Proposal ([see following template](#))

4.4 Submission checklist

4.5 Site ownership plan

4.6 Technical reports

4.7 Relevant design information

4.8 Relevant planning information

4.9 Other relevant information

4.3 Development Proposal

Bidders are encouraged to use a combination of text, site plans, elevations, photographs or other techniques to explain accurately how the Development Proposal derives from, and responds to, the requirements set out in the Stage 3 Tender.

Define how the development proposal is to be submitted; for example bound as an A3 document, as an electronic pdf, submitted on a disk. Detail the number of hard copies required.

Provide tight word and page limits for the various sections; this produces far more focussed submissions that are easier to mark.

Detail the format, order of the submission, and provide a series of headings for the LDP Members to respond to. State that this format should not be changed. Examples of headings are detailed below, but these will obviously need to be altered to meet the needs of the project.

Clearly detail requirements for any design proposals. Provide level of detail required (RIBA stages) scale. Define drawings required e.g. site plans, plans, sections, elevations. Define scale required.

Define any specification information required for example materials to be used.

Define information required to meet evaluation criteria set, for example:

- Viability, delivery approach, technical proposal
- Capacity and resources - (project team and subcontractors)
- Ability to meet Employer's requirements
- Delivery Programme and phasing
- Project Specific quality standards
- Health and Safety
- Branding, marketing and sales
- Apprenticeships and local labour

State word limits for each section and any required formatting information. State that all sections must be addressed.

ANNEX 4 – Construction Works Evaluation

ANNEX 4 – Construction Works Evaluation

Construction Works

In the case of construction works, the project specific tender should be evaluated on the following basis:

Evaluation	Mini Competition Project Specific Tender Weighting Range
Quality	
Quality and Employer's requirements, Design approach	10-25%
Project management & resources Programme Approach to gaining planning Construction approach and technical proposal Risk assessment Health & safety	20-45%
Total Quality	30-70%
Price Construction Costs	30-70%
Total score	100%

The assessment method to be used for each individual project should be made clear as part of the project tendering procedure.

Weighting of evaluation criteria may be varied to suit the nature of the individual project. The exact weighting of the evaluation criteria and sub-criteria to be used should be detailed within the project specific invitation to tender and should reflect the relative importance of the criteria to the success of the project.

Financial evaluation at project specific tender stage will focus on land value. Any significant difference between the information provided in Schedule 6A (DAT) of the Framework Agreement and within the project specific tender will need to be justified and understood.

Other formats and languages

For a large print, Braille, disc, sign language video or audio-tape version of this document, please contact us at the address below:

Public Liaison Unit

Greater London Authority
City Hall
The Queen's Walk
More London
London SE1 2AA

Telephone **020 7983 4100**
Minicom **020 7983 4458**
www.london.gov.uk

You will need to supply your name, your postal address and state the format and title of the publication you require.

If you would like a summary of this document in your language, please phone the number or contact us at the address above.

Chinese

如果需要您母語版本的此文件，
請致電以下號碼或與下列地址聯絡

Vietnamese

Nếu bạn muốn có văn bản tài liệu này bằng ngôn ngữ của mình, hãy liên hệ theo số điện thoại hoặc địa chỉ dưới đây.

Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος εγγράφου στη δική σας γλώσσα, παρακαλείστε να επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυδρομικά στην παρακάτω διεύθυνση.

Turkish

Bu belgenin kendi dilinizde hazırlanmış bir nüshasını edinmek için, lütfen aşağıdaki telefon numarasını arayınız veya adrese başvurunuz.

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਹੇਠ ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Hindi

यदि आप इस दस्तावेज की प्रति अपनी भाषा में चाहते हैं, तो कृपया निम्नलिखित नंबर पर फोन करें अथवा नीचे दिये गये पते पर संपर्क करें

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি (কপি) চান, তা হলে নীচের ফোন নম্বরে বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى الاتصال برقم الهاتف أو مراسلة العنوان أدناه

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.

