



Notice of Non-key Executive Decision

Subject Heading:	Pre-tender report for the procurement of a contractor for the development of two sites at White Hart Lane, Collier Row
Cabinet Member:	Councillor Joshua Chapman Lead Member, for Housing.
SLT Lead:	Steve Moore – Director of Neighbourhoods
Report Author and Contact Details:	Mark Howard, Programme Delivery Manager, Housing Services Email: mark.howard@havering.gov.uk Tel: 01708 434704
Policy Context:	Relevant policies are most recently set out in the Housing Position Statement March 2018: https://www.havering.gov.uk/download/downloads/id/1958/housing_position_statement_march_2018.pdf Havering Local Plan; the White Hart Land is mentioned in Annex A: https://www.havering.gov.uk/download/downloads/id/1909/lbhlp1_-_proposed_submission_local_plan_2016-2031.pdf The Council's new build development programme of which is part is consistent with the approach set out in the Council's Housing Strategy 2014/17, which still applies.
Financial Summary:	The estimated contract value is £4,990,200 and is fully funded from allocated RTB receipts and HRA Resources.
Relevant OSC:	Towns and Communities OSC
Is this decision exempt from being called-in?	Yes – it is a non-key decision by a member of staff

The subject matter of this report deals with the following Council Objectives

Non-key Executive Decision

Communities making Havering
Places making Havering
Opportunities making Havering
Connections making Havering

Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

This Executive Decision is required to authorise the start of the procurement of a contractor for the development of twenty three dwellings on two sites at White Hart Lane, Collier Row, as set out in the Contract Procedure Rules utilising the Places for People Dynamic Purchasing System (DPS).

AUTHORITY UNDER WHICH DECISION IS MADE

1. Powers of Members of the Corporate Management Team under Part 3, Paragraph 3.3 of the Council's Constitution:

'Contract powers

(a) To approve commencement of a tendering process for all contracts above a total contract value of £500,000.'
2. Decision of Cabinet, 18th November 2015 Members approval of additions to the affordable housing development programme in the years 2015/16 and 2016/17
3. Checkpoint 1 Decision (in accordance with the Contract Procedure Rules under the Constitution) of 5 January 2018 – Appendix 1

STATEMENT OF THE REASONS FOR THE DECISION

1. This contract relates to a housing new build scheme which was approved in principle by Cabinet on the 18th November 2015. In relation to the condition precedent, planning approval has been granted for both sites.
2. Employer's Agent Robinson Low Francis was appointed to provide professional cost consultancy advice on the project.
3. This procurement is being carried out under the revised Contract Procedure Rules adopted by Cabinet on 13th July 2016. The procurement has therefore been put before the Council's Checkpoint panel and was viewed as being able to progress to contract tendering hence the submission of this report. (see detailed checkpoint report from meeting of 5 January 2018. Said report details reasons supporting this procurement, alternatives and related facts.)
4. The scheme is for the design and build of twenty three residential units across two sites on White Hart Lane, Collier Row. The scheme is intended for general needs Council housing. The total estimated build cost is £4,990,200 based upon the most recent build cost estimate dated 5th July 2018.
5. The tender will be carried out using the newly-established Places for People Dynamic Purchasing System (DPS). See referenced Checkpoint report.
6. The DPS was advertised by Places for People Group Limited in the Official Journal of European Union (OJEU) on 12th May 2017 with reference 2017/S 086-167235. A restricted procedure was undertaken in accordance with the Public Contract Regulations 2015. The DPS was advertised as available for use by many public sector bodies in the UK, including all local authorities and 'Registered Providers' of social housing. Places for People Dynamic Purchasing System (DPS) is fully compliant with the Public Contracts Regulations 2015 and Havering Council is within the list of potential buyers identified in the OJEU Notice dated 8.12.15. The relevant officers have worked on this procurement at all relevant times so as to ensure compliance with the legal and other requirements.
7. The DPS is divided into lots covering different UK regions and different contract values. There are currently over 12 contractors appointed to the relevant lot for the proposed contract and more could be admitted before we invite tenders. Tenders will be sought from all contractors then in the relevant lot who express an interest in this contract

8. The project team will consist of:-

Employers Agents - Robinson Low Francis.
Programme Delivery Manager – Mark Howard
Programme delivery Project Surveyor – Philip Sharp
Category Specialist – Tracy Christian
Programme delivery Project Surveyor, for tender assessment only -
Christian Mcaniskey

9. The contractor will be providing a total build cost which meets the standards set out in the contract and this will be closely monitored by our Employers Agents Robinson Low Francis.

Robinson Low Francis will be undertaking all communications with bidders during the tender process and will interrogate the various pricing elements in the tender to ensure that the bid is financially sustainable. Bidders will not be asked to reduce their price further via an electronic auction or 'eAuction' after their bid is submitted. This is because the contract involves the design of works and as such, eAuctions are prohibited by section 35 (3) of the Public Contracts Regulations 2015.

10. The proposed timetable for the works on White Hart Lane will be a start in March 2019 with practical completion in July 2020.

11. A project risk register is in place and all risks will be managed appropriately. Risks identified are: -

Asbestos removal from the existing garages located behind shops Collier Row to be managed through survey by LBH nominated survey company to identify the asbestos.

Increased and unforeseen costs and increased build costs – Managed by Employers Agent

Unforeseen ground conditions managed through surveys and visits.

Contractor bankruptcy – Managed through tender procurement and internal process.

The proposed form of Contract is the standard JCT Design and Build Contract (2016 Edition). This is an industry form of standard contract and will adequately protect the Council's interests.

12. This decision will enable the Council to:

- a. Provide good quality affordable housing.
- b. Achieve value for money.
- c. Further enhance the quality of life for our residents in the Borough.
- d. House a number of families and hence reduce the number of applicants on the waiting list.

OTHER OPTIONS CONSIDERED AND REJECTED

To package this scheme with other new-build development projects – **Rejected** – on the grounds that other schemes are at different stages of development and would delay tendering. Expenditure on this scheme is time-critical as funding is being partially provided through retained Right to Buy receipts which are required to be returned, with interest charges, if not utilised.

To procure this work through open competition – **Rejected** – on the grounds that the project is above the threshold for Works under the Public Contracts Regulations 2015 and so would require a lengthy procurement process through the Official Journal of the European Union, which would not meet the tight funding programme for the project.

To procure this work through the LCP framework – **Rejected** – on the grounds that the framework only applies to projects exceeding £10M

To procure this work through the Places for People Construction Framework – **Rejected** – on the grounds that previous enquiries through that framework have elicited little interest in tendering

See Checkpoint report for relevant details.

PRE-DECISION CONSULTATION

Key Council stakeholders have been consulted on the development process in order to maximise good working relations, achieve effective compliance with the Councils standing orders and achieve value for money.

Members have been consulted on the overall programme through the reports to Cabinet on the 18th November 2015 Members approval of additions to the affordable housing development programme in the years 2015/16 and 2016/17.

Proposals for procurement of a contractor for the development at White Hart Lane have been presented to the Checkpoint Board (5/1/18) and recommendations arising from that meeting have been incorporated into the procurement process.

NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name: Mark Howard

Designation: Programme Delivery Manager

Non-key Executive Decision

Signature:

A handwritten signature in black ink, appearing to be a stylized name, possibly 'M. J. ...', written in a cursive or semi-cursive style.

Date: 2nd August 2018

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

This report relates to the commencement of the procurement for a works contract above the EU threshold. Details of which are set out in the Checkpoint 1 report, Appendix 1 as required by the Constitution, covering legal, financial and other implications.

Any award of contract that follows will be in accordance with the rules so that it will be reviewed under the Checkpoint 2 requirements, then the written executive decision authorising the contract be entered into by the council.

The EU threshold in 2018 for works contracts is: £4,551,413.

Regulation 34 of the Public Contracts Regulations 2015 applies. It sets out the rules that apply to a Dynamic Purchasing System, the procurement route used here.

The OJEU Contract notice summarises the overall procurement which this is part of: *This procurement is being undertaken by Places for People the contracting authority for itself and as lead authority for the benefit of other organisations that will be set out in the contract notice. Accordingly, it is the intention that these other UK public organisations should be able to rely on this procurement to purchase such goods and services without the need for any further procurement process. The Hub can be joined by Contracting Authorities and stream-lines processes for members of the Hub, reducing time and expense incurred in such procurement processes. The core DPS will be owned by Places for People.*

Places for People are seeking to appoint a number of suitably skilled development contractors that consistently meet the high standards required primarily by Hub Members but also the wider PFP Group. The suppliers will need to be able to provide the services of a development contractor to meet the varying requirements of Places for People and other organisations. As such, Places for People wish to form and let a Development Contractor Dynamic Purchasing System (DPS) which will be utilised and owned by Places for People Procurement Hub.

*This DPS can be used by all public sector bodies in line with the eligibility criteria
<http://www.procurementhub.co.uk/eligibility-criteria>*

Officers are satisfied the interests of the Council are protected and will be so. Accordingly.

The council's procurement team are working with the officers managing the development. The decision here will permit the publication of the council's requirements on the DPS system, subject to the relevant requirements. This decision does not cover the system being set up nor the award of the works contract. This is the initiation of the procurement described in this report.

Appendix 1 – Checkpoint 1 report

Cleared 1/8/2018

Anthony Robb-John [oneSource]
London Borough of Newham
Procurement Lawyer, Legal and Governance

FINANCIAL IMPLICATIONS AND RISKS

Inflation

There will be no uplift of the contracted rates for inflation

Contract

The proposed construction contract shall be the JCT Design and Build contract with the Council's standard amendments

All necessary planning permissions have been obtained.

Budget

As indicated above, this is a development consisting of two sites comprising a total of Twelve Two bedroom four person houses, Five Three bedroom five person houses, One, one bedroom 2 person flat and five, 2 bedroom 4 person flats

The make-up of the budget is:-

Build cost net Employers Agent Current combined cost estimate 05/7/2018	£	4,990,200
Development costs, (Estimated by Capital works	£	389,932
Applied by Finance for staff costs last year	£	600
Total overall scheme cost	£	5,380,732

The current budget is £5,304,152, made up of 30% RTB receipts of £1,591,245 and 70% HRA of £3,712,907.

There is a shortfall of £76,580 which will be made up of HRA of £53,606 from the HRA development contingency fund.

Permission is requested to fund the additional £22,974 from RTB receipts.

It is important to note that the final scheme cost is dependent on tender returns and these will reflect building cost inflation over time

Cleared 1/8/2018

Parm Phipps

Strategic Business Partner, ONESOURCE

**HUMAN RESOURCES IMPLICATIONS AND RISKS
(AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)**

The recommendations made in this report do not give rise to any identifiable HR risks or implications that would affect either the Council or its workforce.

TUPE (Transfer of Undertakings (Protection of Employment) Regulations) will not apply as this is a new project and there will be no transferring staff.

Cleared 18/7/2018
Cheryl Graham
Strategic HR Business Partner

EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

Havering has a diverse community made up of many different groups and individuals. The council values diversity and believes it essential to understand and include the contributions, perspectives and experience that people from different backgrounds bring.

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the council, when exercising its functions, to have due regard to:

- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, gender, race and disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The council demonstrates its commitment to the Equality Act in its decision-making processes, the provision, procurement and commissioning of its services, and employment practices concerning its workforce. In addition, the council is also committed to improving the quality of life and wellbeing of all Havering residents in respect of socio-economics and health determinants.

SLT recently agreed that we would use the EqHIA process to promote better health outcomes for residents. This is particularly relevant with environmental and housing projects. The Project Manager will examine whether this project can help to promote healthier outcomes, as well as the usual legal equality outcomes.

Cleared 17/7/2018

Vernal Scott
Corporate Diversity Advisor
Community Safety and Development

BACKGROUND PAPERS

- London Borough of Havering's Housing Strategy 2014-17
- Cabinet Report (23rd September 2015) – Housing Development Plan – Strategic Overview
- Cabinet Report (18th November 2015) - Affordable Housing development Programme 2015/16 & 2016/17
- Cabinet Report (24th September 2014) – Council Housing New Build Programme

Non-key Executive Decision

Part C – Record of decision

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

Proposal agreed

Details of decision maker

Signed: 

Name: Steve Moore

CMT Member title: Director of Neighbourhoods

Date: 09/08/18

Lodging this notice

The signed decision notice must be delivered to the proper officer, Andrew Beesley, Committee Administration Manager in the Town Hall.

For use by Committee Administration

This notice was lodged with me on 9/8/18

Signed A. H. M.

Appendix 1

This form is for procurements that are above EU thresholds for goods and services £173,934 and £500,000 for work in value. For procurements below this amount, a Procurement Engagement Form needs to be completed.

1. CONTRACT TITLE AND KEY PEOPLE							
Contract Title		Construction of six flats and 17 houses at White Hart Lane, Collier Row.					
Capital eSourcing Reference		Insert Contract number from NECTR here if already on NECTR					
Tender Manager		Directorate		Buyer Assigned			
Mark Howard: Programme Delivery Manager		Housing Services		Tracy Christian		Senior Category Specialist	
Value of Contract			Targeted Financial Savings			Bankable Savings	
£5,015,100			None			None	
Is budget available to proceed with this procurement?		Yes	*Please enter the budget code	A2348 Task 9.0	If yes, is this a Revenue or Capital allocation?	Capital	Procurement Approved by:
Proposed Contract Start date		Proposed Contract End date		Is there an option to extend the contract?		If yes, give duration of extension option	
Thursday 21 st June 2018		Friday 14 June 2019		No			
Procurement route being undertaken		Have you or your team received training on Capital eSourcing?		**Is there a current contract in place?		If yes, insert expiry date	
There will be a single stage tender with bidders drawn from the Places for People dynamic purchasing system (DPS).		Yes		No		N/A	
Please state the Quality/Price threshold		Does TUPE apply to this exercise?		Have you considered Collaborative Working?		Will you be using an eAuction or DPS?	
70% Price 30% Quality		No		Yes – not suitable in this instance		DPS will be used.	

Checkpoint Summary

Please provide a summary of this checkpoint report. Please make sure this includes a summary of the purpose of this report and what outcomes are expected.

1. This report replaces a previously submitted Checkpoint report dated 24 March 2017 which sought clearance to make a call-off from Places for People's Construction Framework for a construction works contract. For various reasons, the procurement was put on hold temporarily. The procurement is now proceeding again but alternative procurement options have become available since March 2017. Approval is now sought to follow a different procurement route, the newly-established Places for People Dynamic Purchasing System (DPS).
2. The DPS was advertised in the Official Journal of European Union (OJEU) on 12th May 2017 with reference 2017/S 086-167235. A restricted procedure was undertaken in accordance with the Public Contract Regulations 2015. The DPS was advertised as available for use by many public sector bodies in the UK, including all local authorities and 'Registered Providers' of social housing.
3. The proposed new build scheme was approved in principle by Cabinet on the 18th November 2015. The development comprises two sites close together in White Hart Lane Collier Row Romford:
 - Site A:**
 - The works consist of the demolition of two blocks of six garages on a Council-owned garage site located behind shops on White Hart Lane and the redevelopment of the garages along with the area of land between the garages for 7 affordable houses.
 - Full planning consent was obtained 25th September 2017 Ref Number PO 2032. 16
 - Site B**
 - Located a short way from Site A on vacant land behind Kent, Durham, Devon and Cumberland Houses. The works will be to construct six affordable flats and ten affordable houses.
 - Full planning consent was obtained 7 December 2017 Ref Number PO 2031. 16
4. The proposed contract will be one contract for the 'build' or construction element covering both sites at an estimated total **build cost** of £4,990,200 provided by the Employers Agent Current combined cost estimate dated 20/12/2017.
5. The key drivers for this project are to ensure that the housing is affordable, value for money is achieved and the schemes are compliant with the necessary planning requirements, the Mayor's London Housing Design Guide and GLA guidelines.
6. The outcome expected from this report is the approval to commence the tender process. This is critical since we are now constrained by expenditure timelines.

**Note: Finance will be unable to approve the report unless budget code details are included.*

***Note: Where there is a current contract in place, ensure that sections 2.5 Personnel Matters and 6.5 Exit Strategy are fully completed.*

Non-key Executive Decision

CHECKPOINT PANEL RESPONSE	
Date of Checkpoint Panel	05/01/2018
Panel Members Present	David Pridmore, Hassan Iqbal, Phil Harris, Phil Gable, Tara Philip, Anthony Robb-John, Amina Khaton
1. CONTRACT TITLE AND KEY PEOPLE	
Title: Construction of six flats and 17 houses at White Hart Lane, Collier Row. Key people: Mark Howard, Tracy Christian	
2. BACKGROUND TO THE CONTRACT	
<i>Checkpoint panel should insert any comments/and or recommendations here</i>	
3. FINANCIAL: BUSINESS CASE & BENEFITS REALISATION	
<i>Checkpoint panel should insert any comments/and or recommendations here</i>	
4. SOCIAL VALUES	
<i>Checkpoint panel should insert any comments/and or recommendations here</i>	
5. PROJECT ORGANISATION	
<i>Checkpoint panel should insert any comments/and or recommendations here</i>	
6. CONTRACTING PROCESS	
<i>Checkpoint panel should insert any comments/and or recommendations here</i>	
7. ACHIEVABILITY	
<i>Checkpoint panel should insert any comments/and or recommendations here</i>	
CHECKPOINT PANEL OVERALL RECOMMENDATION AND COMMENT	
The panel had no comments and recommended this procurement proceeds.	
Procurement to proceed?	Yes
Red, Amber or Green Status?	Green
2. BACKGROUND TO THE CONTRACT	
2.1 Market Conditions	
What are the market conditions – e.g. monopolistic, or highly competitive? If there is limited competition, what will you do to get best value?	

Non-key Executive Decision

The market is currently very buoyant with contractors reporting full order books. When we were planning to use the Places for People's Construction Framework earlier this year, first just one then just two contractors on the framework expressed an interest in tendering for the work.

It is hoped that the use of the DPS (established later in 2017) can resolve this issue as it is newly-established and has more eligible contractors appointed (and more may be appointed before we issue the invitation to tender)

2.2 Collaboration

Does the contract cover all of the relevant requirements across all departments of the Council? Indicate yes or no. If no please provide justification if adopting a departmental, rather than corporate approach. Have you considered working with other Local Authorities?

Highways and Planning have been involved prior to the formal submission of planning approval for the scheme, but it primarily affects different teams within Housing Services, all of whom will be involved in the delivery and subsequent maintenance and management of the properties.

2.3 Sustainability

Please describe the main sustainability risks associated with the contract, and how they will be addressed. Please describe what actions you will take to ensure best practice in respect of Environmental protection, equalities, regeneration and corporate social responsibility. Please describe how these issues will be addressed in the contract.

These homes will be built in line with the Building Regulations, the Mayor's London Housing Design Guide and GLA guidelines; these will ensure that the space standard and fuel efficiency are achieved. Planning conditions will ensure appropriate environmental protection during construction. Tenderers are encouraged to utilise local supply chains and to recruit additional staff from within Havering.

2.4 Diversity & Equality

Have the diversity and equality issues associated with this project been considered. Do the contract documents ensure best practice in respect of: Accessibility to service users, Monitoring of service users, Consideration of age, disability, transgender, pregnancy and maternity, race, religion/belief, sexual orientation, sex, marriage/Civil partnership, Reducing negative outcomes which result from class or socio economic disadvantage

This scheme will be developed in line with the Building Regulations, the Mayor's London Housing Design Guide and GLA guidelines and they will embrace the needs of residents and their changing requirements through age and ill health.

The 'Employers Requirements' issued as part of the contract will include the Council's 'Equality in Service Provision' policy.

2.5 Personnel Matters

Will TUPE apply to this contract? What arrangements are in place to address TUPE with the incumbent supplier? Are all arrangements in place to ensure that this is managed effectively? Are there any other HR/Personnel considerations to be taken into account? How will these be accommodated? If in doubt, has advice been sought from Legal?

N/A

2.6 Options Appraisal

Describe the different procurement options that were considered, including any outsourcing considerations. Have the main options been considered yet and if so why was the favoured option selected? Has a formal options appraisal been conducted, or is one planned?

Full advertised OJEU process – rejected because of the longer procurement timescales

LCP Framework – rejected as it only applies to projects >£10m.

Places for People Construction Framework – rejected as there was little interest previously from the framework contractors

3. FINANCIAL: BUSINESS CASE & BENEFITS REALISATION

If you have completed a large project business case, and the items outlined below are included in that, please state so and append the business case. (i.e. see attached business case)

3.1 Business Case

Please summarise the business case which should include an assessment of costs (including whole life costs) and benefits, show values and phasing of recurring costs and

Non-key Executive Decision

savings in cash terms, identify set-up and one off costs such as severances and windfalls, estimate pay-back on initial investment and include a sensitivity analysis for relevant factors (demand, unit price etc.).

As indicated above, this is a development consisting of two sites comprising a total of Twelve Two bedroom four person houses, Five Three bedroom five person houses, One, one bedroom 2 person flat and five, 2 bedroom 4 person flats

Budget £5,303,552

The make-up of the budget is:-

Build cost net	£5,015,100	Employers Agent Current combined cost estimate 20/12/2017
Development costs	£288,452	
Total overall scheme cost	£5,303,552	

This will be fully funded from:

Right to buy Receipts £1,591,066 and HRA Business Plan resources of £3,712,486

The scheme is broadly profiled to spend £2,651,776 in 2018/19 and £2,651,776 in 2019/2020.

It is important to note that the final scheme cost is dependent on tender returns and these will reflect building cost inflation over time.

3.2 Cashable Savings

Please describe what actions you have taken to ensure that cashable savings are achieved through this project.

Please show estimated cashable savings across the lifespan of the contract (this may relate to the figures entered under Targeted Financial Savings on the first page)

Value engineering of the specification is built in to the process and, as a 'Design and Build' contract, contractors will identify the materials and methods which represent the best value solution within the design and performance criteria.

Increasing costs is clearly one of the risk factors and this will be monitored through the risk log/register. So far as possible, contractor risk has been removed through the appropriate pre-tender surveys.

3.3 Headcount reductions

Please describe the anticipated savings as a result of headcount reductions. Are these cashable savings? Are they included in the calculations above?

N/A

3.4 Efficiency Gains

Describe other, NON cashable efficiencies including: minimising the cost of routine transactions, utilising IT to reduce costs and improve performance, the procurement process (i.e. electronic tendering/e-auctions), process rationalisation/simplification/reducing non-value added work, reducing other costs – consumption, wastage, price, specification, inventory / cash flow savings, getting more for less or the same, improved quality not included in cashable savings or headcount reductions above

The tender process will be conducted through the Places for People DPS portal which should provide similar efficiencies in the management of tender enquiries, responses and analysis as the Council's capitalE-sourcing portal.

3.5 Benefits Realisation

How will the money from cashable benefits be released? How will other benefits be demonstrated?

Savings will be realised as reduced overall scheme costs

4. SOCIAL VALUES

4.1 ESE Consideration

Please provide details of the considerations that have been made for economic, social and

Non-key Executive Decision

environmental well-being in connection with public services contracts and any connected purposes.
These dwellings will be built in line with Building Regulations, thus improving the fuel efficiency. Further, the demolition of the garages and redeveloping that site will clearly enhance the area. Tenderers will be encouraged to utilise local supply chains and to recruit additional staff from within Havering. Further opportunities for adding social value will be explored with the successful contractor.
4.2 Securing Improvements
Describe how this procurement improves the economic, social and environmental well being of the borough, and how these improvements are secured.

As set out in 4.1 above, the direct effect will be to improve the living conditions of those who move into those dwellings and also the environment, thus enhancing the quality of life of the new and existing residents.

5. PROJECT ORGANISATION

5.1 Roles & Responsibilities

Is the project team in place yet? Are roles and responsibilities clear? Which services are represented on the team? Please describe project sponsorship and governance

A project team is in place involving key partners such as the external Employer's Agent, the in-house Havering Project Manager, the external Principal Designer (with the health and safety brief) and any other internal personnel identified to be relevant to the process.

The role of the Employers Agent will be to prepare the draft specification, Employer's Requirements and draft contract; scrutinise, evaluate and review the tender documents when received; manage the completion of the contract documents and manage the build process for the duration of the contract, under the control of the LBH project manager.

5.2 Communication Plan

Describe how communications will be managed with internal customers staff affected by new ways of working, DMT and NEB, other stakeholders

Consultation with stakeholders has been carried out as part of the planning process and ongoing communication is on the project risk register and will be managed and monitored accordingly by the Employer's Agent and the LBH Project Manager.

5.3 Stakeholder involvement

List the major stakeholders and describe how they will be engaged include members, residents, services, suppliers and other agencies. Summarise the consultation process

The Planning stage consultation process with residents/shop owners/lessees will be very extensive and involved and residents engaged fully.

Residents will continue to be engaged through the construction process through meetings and newsletters. Ward councillors will receive regular updates, as will all relevant Council staff.

5.4 Project Plan

- Wednesday 23 January 2018– Preparation of Contract documents.
- Thursday 25th January 2018 – Despatch of tenders
- Monday 3rd May 2018 - Appointment of Contractor
- Monday 21st June 2018 – Site Construction work starts.
- Friday 5th July 2019 - Practical completion.

6. CONTRACTING PROCESS

6.1 Tender Documentation

Is all the tender documentation drafted including (as appropriate)

OJEU Advert	N/A
Instructions to tender	Yes
PQQ	N/A
Specification (including KPIs)	Yes (subject to value engineering process)
Evaluation Model	'Quality' questions to be finalised

Non-key Executive Decision

Conditions of Contract	Yes
Price Schedule	Yes (subject to value engineering process)
Variation from Contract Forms	N/A
Tender Form	Yes
Method Statements	'Quality' questions to be finalised
6.2 Contract Award Criteria	
Please provide full details of proposed weighted contract award criteria	
70% Price, 30% Quality	
6.3 Price Controls	
Are price revisions permitted by the tender documents?	No
If so on what basis? (Up or down or both, and by what margin)	
6.4 Tender Evaluation	
Has the tender evaluation team been formed? -	Yes
Has the process for evaluation been agreed? -	Yes
Describe the evaluation methodology, including how you will award points for quality and price submissions, and the weightings to be applied	
The external Employer's Agent and the LBH Project Manager will be on the tender evaluation team and the evaluation methodology will be on the basis of Price and Quality	

6.5 Exit Strategy
This section is relevant where an existing contract is place. If not, go on to the next question. Do you have in place an appropriate exit strategy for the existing contract? Is the current supplier aware of the strategy and have you received confirmation that they will comply? Do you envisage any issues with the transition from the old contract to the new one?
N/A
6.6 Contract Management
Has resource for contract management been identified?
Have any issues with current arrangements been identified?
The Project Team is identified and largely in place. The external employer's agent and the LBH Project Manager will manage all aspects of delivery and handover.
No issues with the arrangements have been identified

7. ACHIEVABILITY

7.1 Risk

Please describe the approach to risk management. What are the 5 key risks? If you have a risk log, state so and attach it to this checkpoint.

A project risk register is in place and all risks will be managed appropriately. The principle is to de-risk the project as far as possible from the tenderers perspective, to obtain more competitive prices. A number of the key risks are as follows:-

- Increased and unforeseen costs, though increased build costs and unforeseen ground conditions.
- Retaining the interest of those contractors who have expressed an intention to tender; our internal processes are protracted and may discourage further participation with the project.
- Asbestos removal from the existing garages located behind shops Collier Row.

7.2 Governance Requirements

Please confirm that you are aware of and will comply with all procedural requirements including: Loading documents on Capital eSourcing, EU Procurement Directives, waivers of

Non-key Executive Decision

financial regulations (if appropriate), procedures for Contract Award and any other relevant requirements

I am aware of these procedural requirements and have had the capital resourcing training. I will comply with all the relevant Havering procedural requirements.