

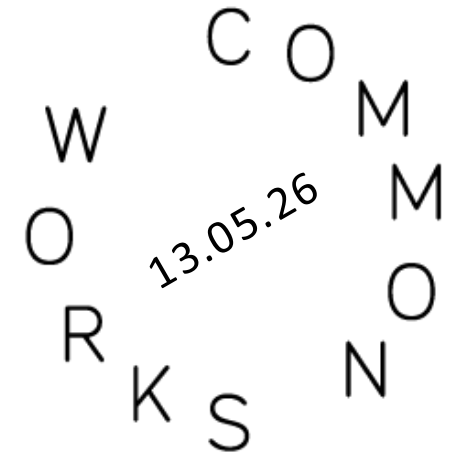
# GETTING POSITIVE OUTCOMES FROM PROCUREMENT

Tom Sykes  
Common Works



# GETTING POSITIVE OUTCOMES FROM PROCUREMENT

Tom Sykes  
Common Works



what is this really about?

what is this really about?  
**relationships**

what is this really about?

getting the right thing

what is this really about?

getting the right thing  
for you

what is this really about?

getting the right thing

for you

for your team

what is this really about?

**getting the right thing**

for you

for your team

**for your councillors**

what is this really about?

**getting the right thing**

for you

for your team

for your councillors

**for your communities**



You can't do the thing yourself

You can't do the thing yourself

**You don't know the outcome**

You can't do the thing yourself

You don't know the outcome

**You're not sure of all the steps**

You can't do the thing yourself

You don't know the outcome

You're not sure of all the steps

**You don't know who is right**

value

Value

= or  $\neq$

cost

A



[All media](#) [View in 3D](#)

£129

Budget range  
No warranty  
Build it yourself

B



£370

Low-mid range  
3yr warranty  
Built for you

C



£2,079

Design classic  
10yr warranty  
Hand delivered +  
installed

A



All media View in 3D

£129

Budget range  
No warranty  
Build it yourself

B



£370

Low-mid range  
3yr warranty  
Built for you

C



£2,079

Design classic  
10yr warranty  
Hand delivered +  
installed

what we'll talk about

1

some fundamentals

1

some fundamentals

2

finding suppliers

1

some fundamentals

2

finding suppliers

3

writing tenders

1

some fundamentals

2

finding suppliers

3

writing tenders

4

evaluating quality

1

some fundamentals

2

finding suppliers

3

writing tenders

4

evaluating quality

5

evaluating cost

1

some fundamentals

2

finding suppliers

3

writing tenders

4

evaluating quality

5

evaluating cost

6

final thoughts

some quick  
questions...

What are the kinds of things you procure?

How many procurement exercises  
do you do in a year?

1 a year

A couple

Up to 5

More  
than 5

Hands up for how good /  
successful the last exercise you  
ran was

Great!

Okay

Dreadful

W O R K S  
C O M M U N I T Y

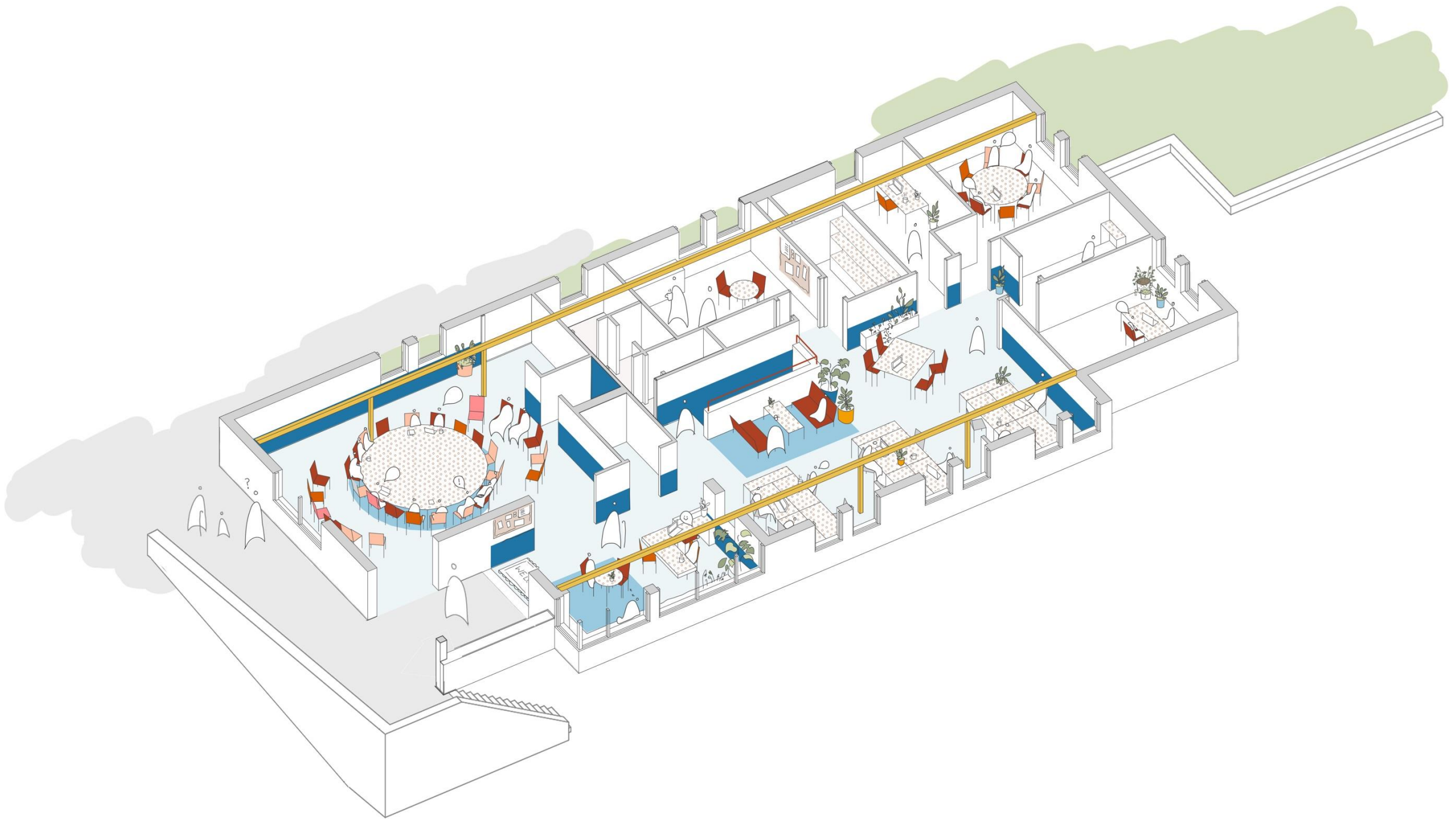
We use architecture to  
build community and  
create spaces that spark  
a sense of connection.





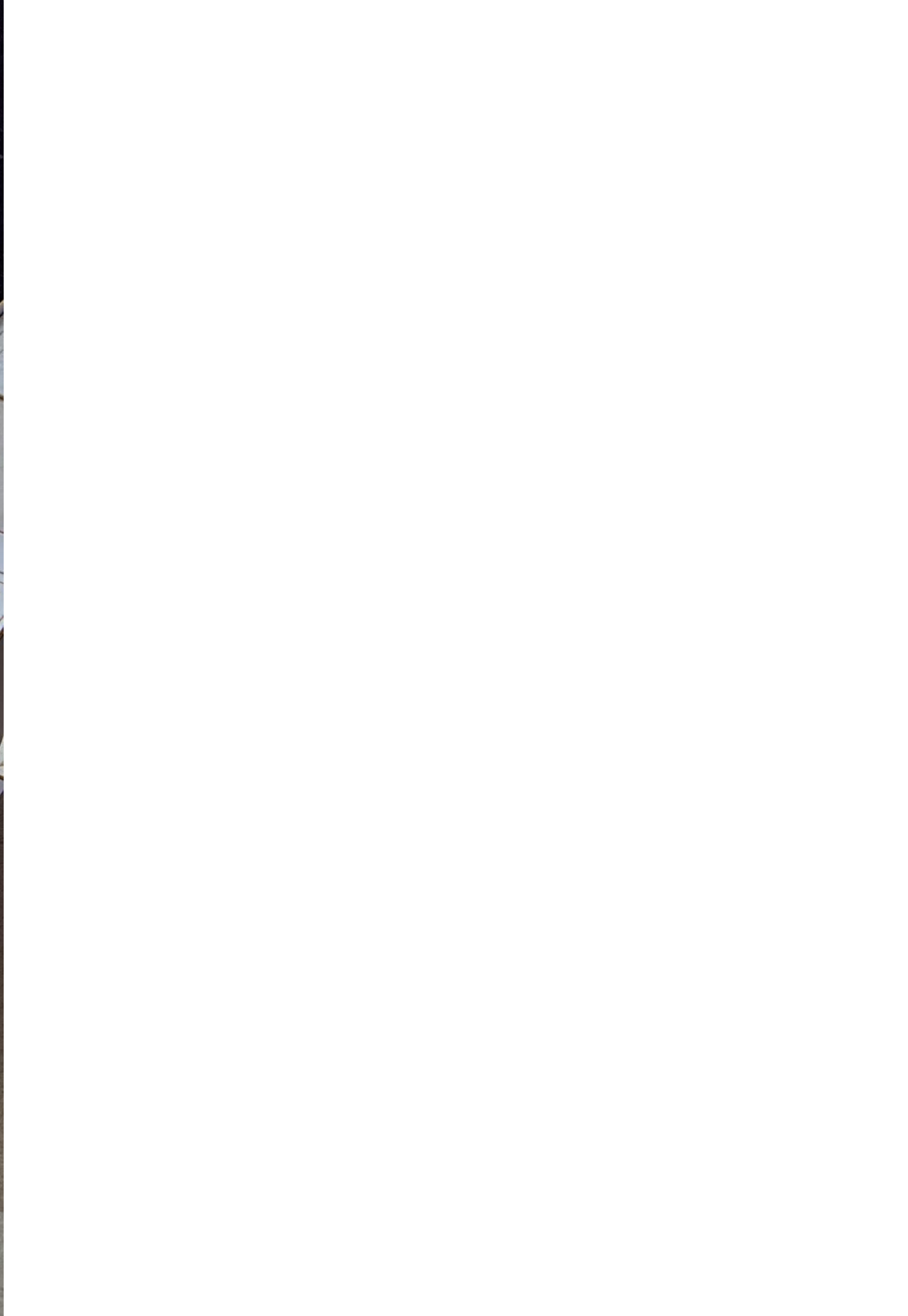
Q10  
Vauxhall  
5 mins



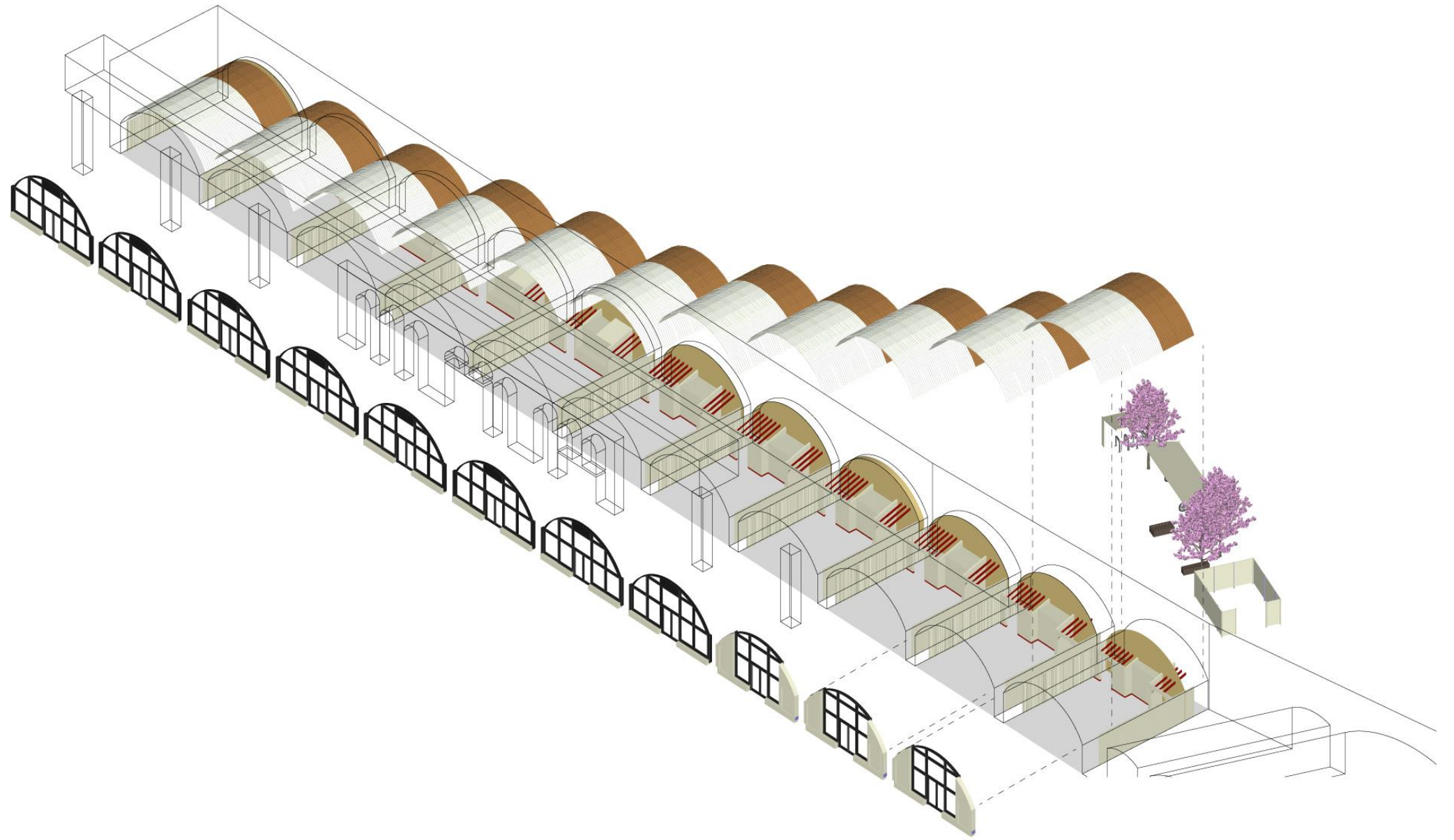












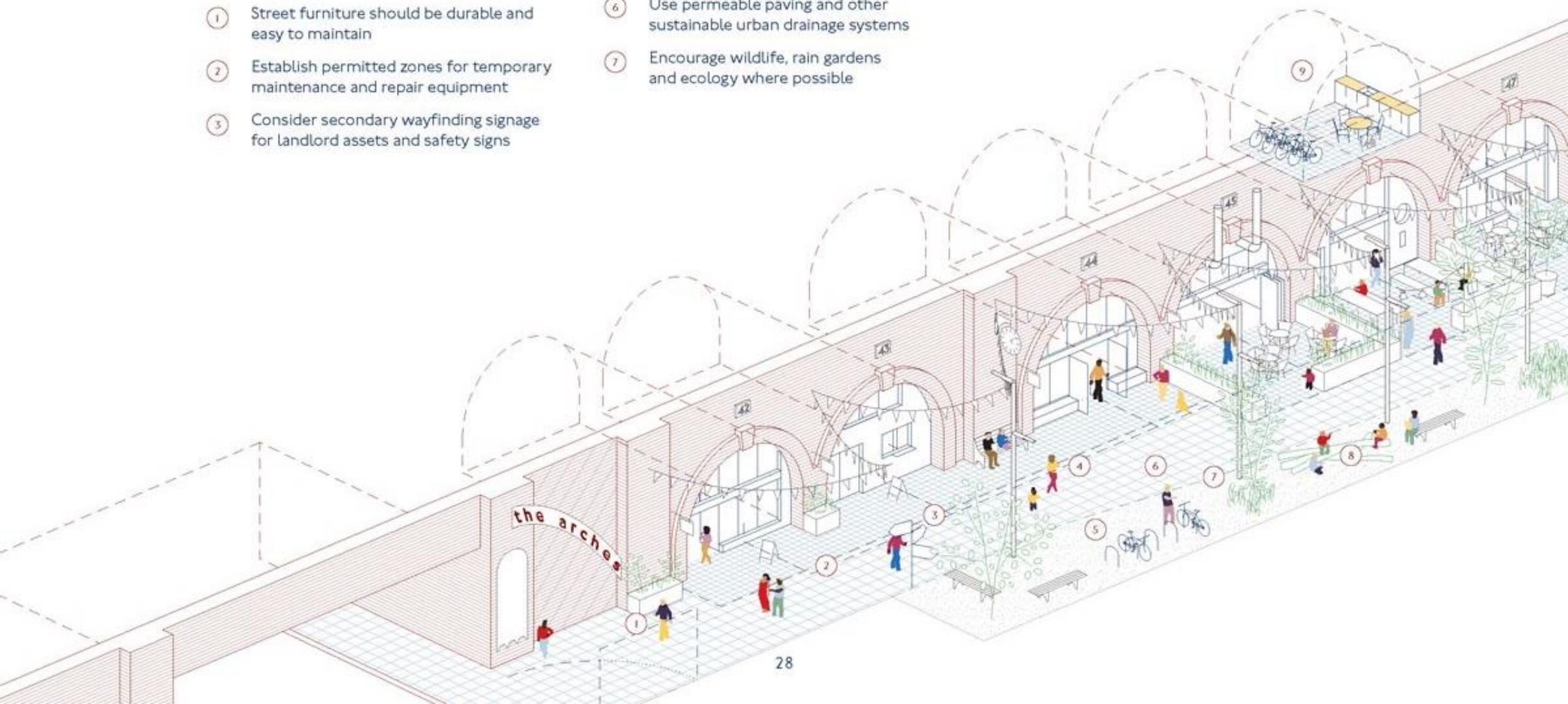
## Guiding principles

This page illustrates a set of guiding principles that offer some flexibility to individual runs, customers and tenants, whilst staying true to a consistent, aesthetic approach across our portfolio:

- 1 Street furniture should be durable and easy to maintain
- 2 Establish permitted zones for temporary maintenance and repair equipment
- 3 Consider secondary wayfinding signage for landlord assets and safety signs

- 4 Consider a common services trench to avoid external tenant plant
- 5 Include permanent furniture, including seating and cycle parking
- 6 Use permeable paving and other sustainable urban drainage systems
- 7 Encourage wildlife, rain gardens and ecology where possible

- 8 Integrate 'play on the way' trail adjacent to connecting routes
- 9 Make an arch available for use as a shared or community amenity







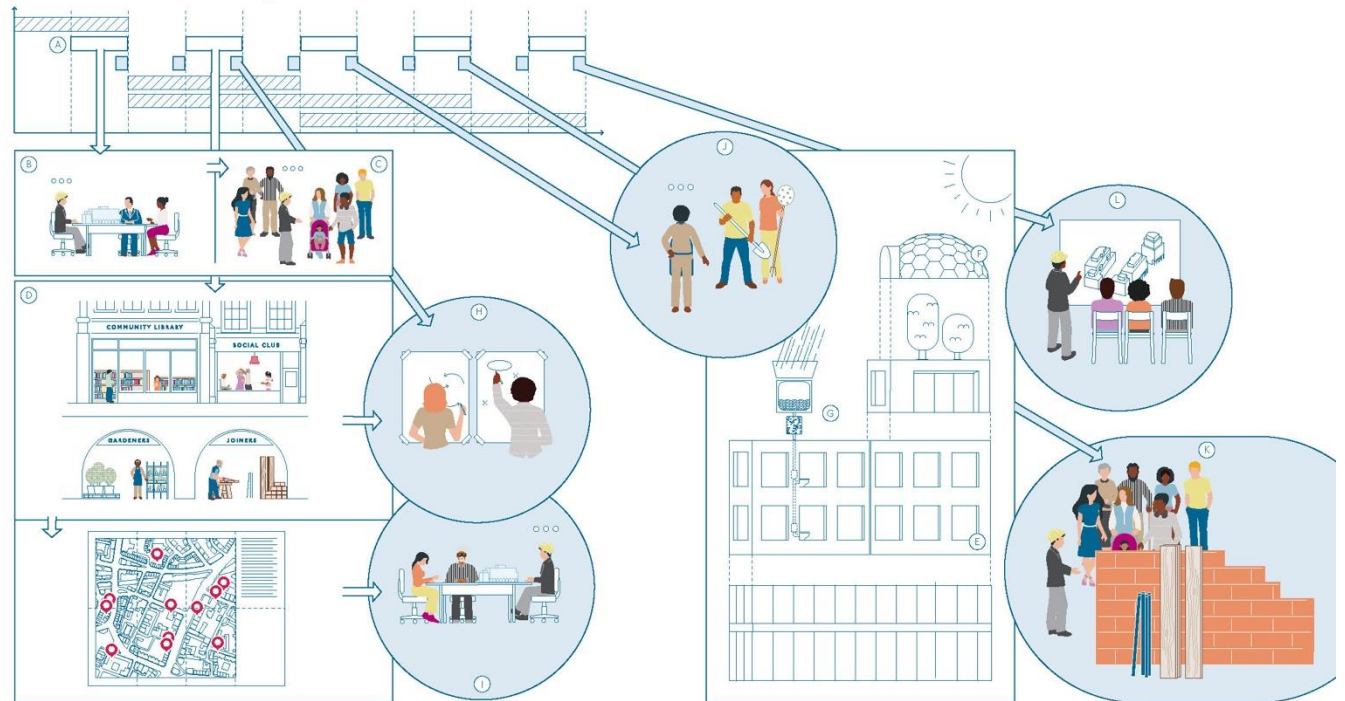
- (C) Block layout and entrances designed from the point of view of pedestrians, and from the outside in
- (D) Completed Healthy Streets checklist
- (F) Clear identity for each space in the scheme
- (G) Joyful spaces identified and celebrated
- (H) Hierarchy of spaces mapped out across the scheme
- (I) Qualities and characters of individual spaces described rigorously
- (J) A small number of spaces highlighted as key to the social life of the development
- (K) Landscaping that encourages dwelling and improves outlook of homes
- (L) Resilient and context driven planting strategy
- (M) Simple maintenance plan that will keep the public realm improving over time

# Nº1



Long term stewardship of public assets:

## Purposeful, generous and curated places



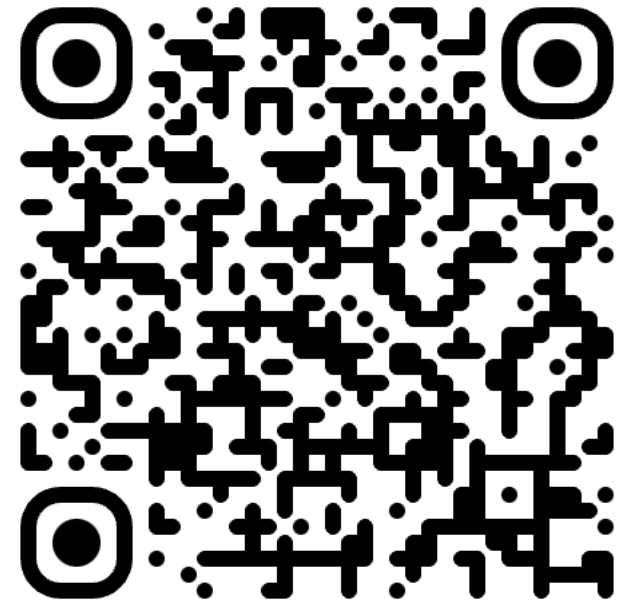
1

some fundamentals

# Background reading

The Procurement Act 2023

check it out





thresholds



# thresholds

goods &  
services

£214,904

works

£5,372,609



thresholds

so why go lower?

# thresholds

- 5.8. For contracts greater than £3,000 excluding VAT the Clerk/RFO shall seek at least 3 fixed-price quotes;
- 5.9. Where the value is between £500 and £3,000 excluding VAT, the Clerk/RFO shall try to obtain 3 estimates, which might include evidence of online prices, or recent prices from regular suppliers.



# thresholds

For proportionate Standing Order text email me

[ts@common-works.co.uk](mailto:ts@common-works.co.uk)



cost of tendering

# cost of tendering

## For you?

- the overall principle that you need the thing
- the approach you want to take
- the brief you prepare
- the scoring methodology
- the list of people you're going to
- the budget you have available
- finding funding
- assessment panels
- assessment decision

# cost of tendering

On the other side?



# cost of tendering

On the other side?

£10k / bid

1 in 10 success

9 x £10,000 = ouch



do you need to tender?

# do you need to tender?

## Reasons to tender

- You have a clear brief
- You don't know which supplier would be best (or you have a shortlist of a few who would be great)
- You know how to tell a good supplier
- You know the outputs, and that suppliers understand
- You have the time and resource
- You are sure about the budget, and that it is sufficient
- The expected budget is beyond your thresholds

# do you need to tender?

## Reasons not to tender

- You haven't defined the scope
- You're not sure how to choose the best supplier
- You haven't got a budget for the work
- The contract might not go ahead
- You're not sure who you would go to
- You know exactly who you want to do the work



single source & best value



single source & best value

asking the market

≠

best value

single source & best value

cost

=

resource

# single source & best value

£££

≠

big profit

£££

=

lots of hours

# single source & best value

## Core service options & deliverables

<b>Community focused</b> £££ <input type="radio"/>	<b>Trustees focused</b> ££ <input type="radio"/>	<b>Management focused</b> £ <input type="radio"/>
<ul style="list-style-type: none"> <li>- Project brief development &amp; summary</li> <li>- Core staff team meeting</li> <li>- Existing site appraisal</li> </ul>	<ul style="list-style-type: none"> <li>- Project brief development &amp; summary</li> <li>- Core staff team meeting</li> <li>- Existing site appraisal</li> </ul>	<ul style="list-style-type: none"> <li>- Project brief development &amp; summary</li> <li>- Core staff team meeting</li> <li>- Existing site appraisal</li> </ul>
<ul style="list-style-type: none"> <li>- Public space design layout options</li> <li>- Compilation of example projects</li> <li>- Highlight greening opportunities*<sup>1</sup></li> </ul>	<ul style="list-style-type: none"> <li>- Public space design layout options</li> <li>- Compilation of example projects</li> <li>- Highlight greening opportunities*<sup>1</sup></li> </ul>	<ul style="list-style-type: none"> <li>- Public space design layout options</li> <li>- Compilation of example projects</li> <li>- Highlight greening opportunities*<sup>1</sup></li> </ul>
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<p>-----</p> <ul style="list-style-type: none"> <li>- Ballpark capital costs</li> <li>- Risks &amp; blindspots assessment*<sup>2</sup></li> <li>- Trustee decision flowchart*<sup>3</sup></li> </ul>	<p>-----</p> <ul style="list-style-type: none"> <li>- Ballpark capital costs</li> <li>- Risks &amp; blindspots assessment*<sup>2</sup></li> <li>- Trustee decision flowchart*<sup>3</sup></li> </ul>	<p>-----</p>
<ul style="list-style-type: none"> <li>- Compilation of funding/grant sources</li> </ul> <p>-----</p>	<ul style="list-style-type: none"> <li>- Compilation of funding/grant sources</li> </ul> <p>-----</p>	
<ul style="list-style-type: none"> <li>- Stakeholders engagement strategy*<sup>4</sup></li> <li>- Management &amp; ownership analysis*<sup>5</sup></li> </ul>		

## Additional services

## Pre-Application

Prepare information for a pre-application meeting with London Borough of Camden and attend the Pre-application meeting



you've got the power



you've got the power

good suppliers

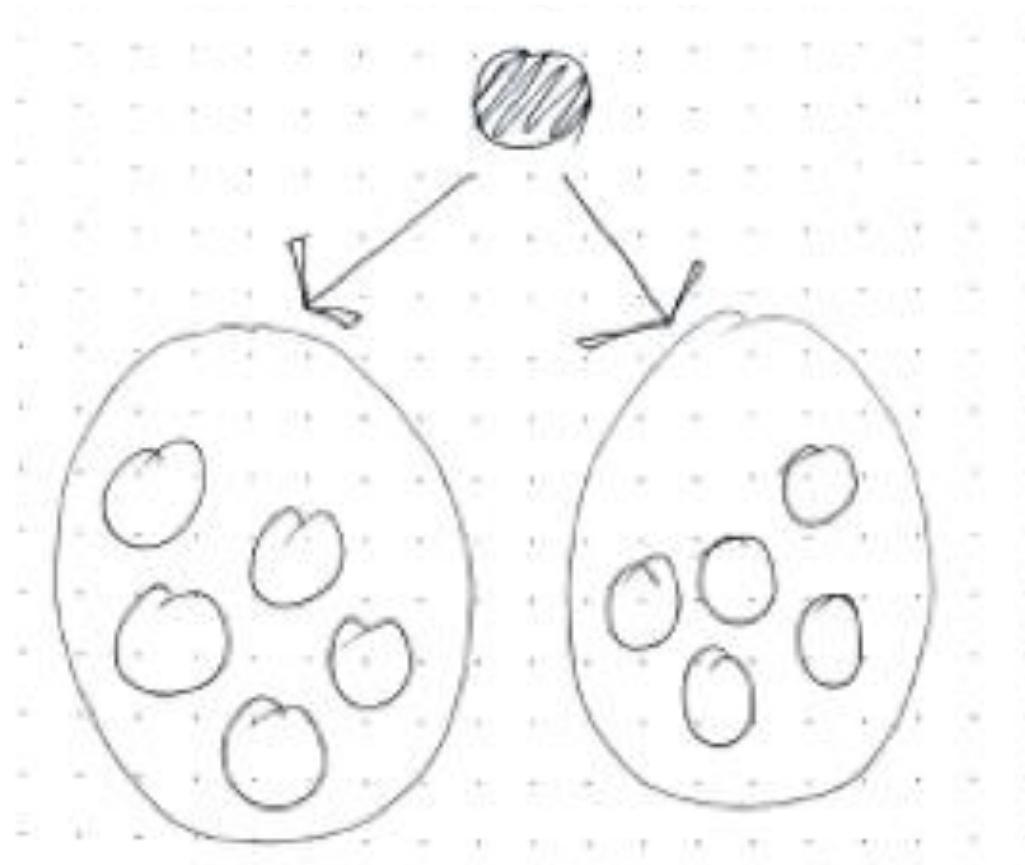
want

good clients!

2

finding suppliers

# frameworks



# frameworks

## Positives

- Mapped out
- Managed
- Pre-selected partners
- High thresholds
- Guarantees
- Extra goodies

# frameworks

## Positives

- Mapped out
- Managed
- Pre-selected partners
- High thresholds
- Guarantees
- Extra goodies

## Negatives

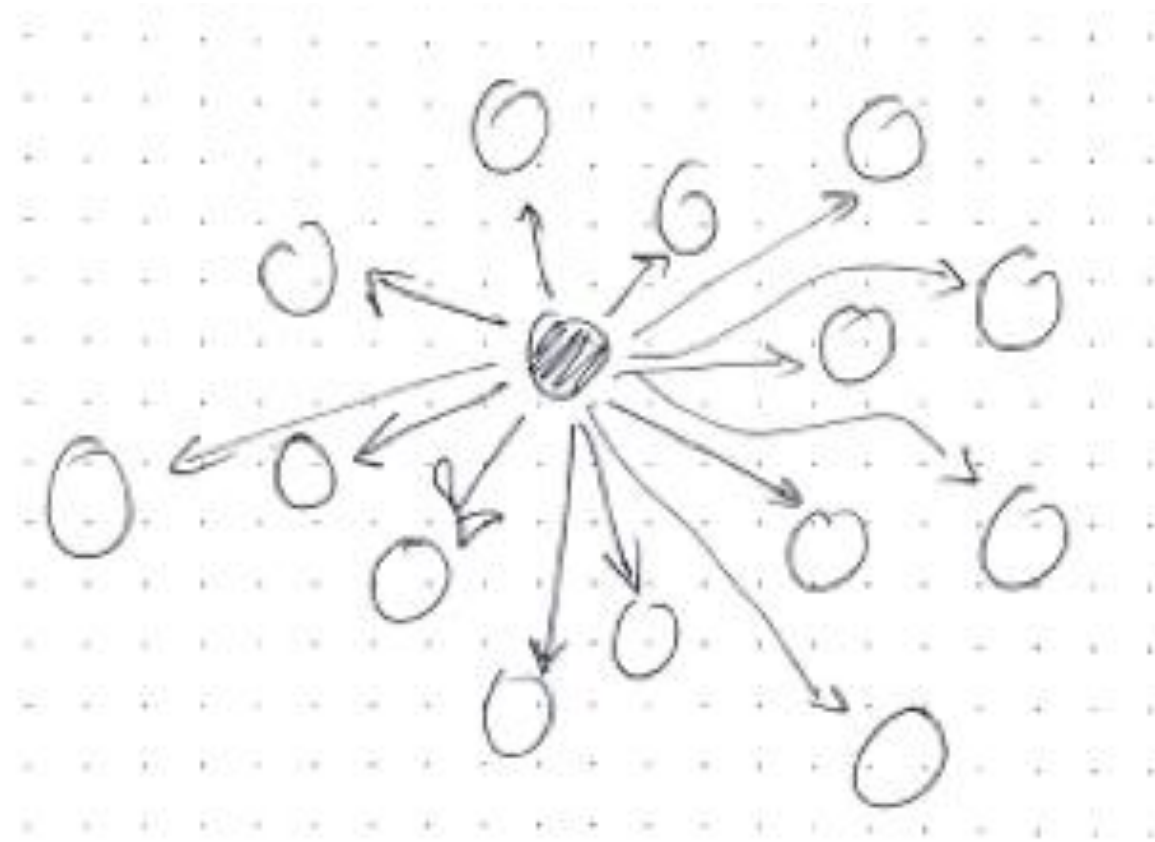
- Red tape
- Big suppliers
- Frameworks = service itself
- Time consuming

# frameworks

## Top tips

- Quiz the provider
  - %age of successful tenders?
  - How do suppliers get on the framework?
  - What do they need from you?
  - How does the framework make its money?
- Look up the suppliers on the lots
- Hold your own supplier event
- Agree a programme
- Set your version of 'success'

just get it out there



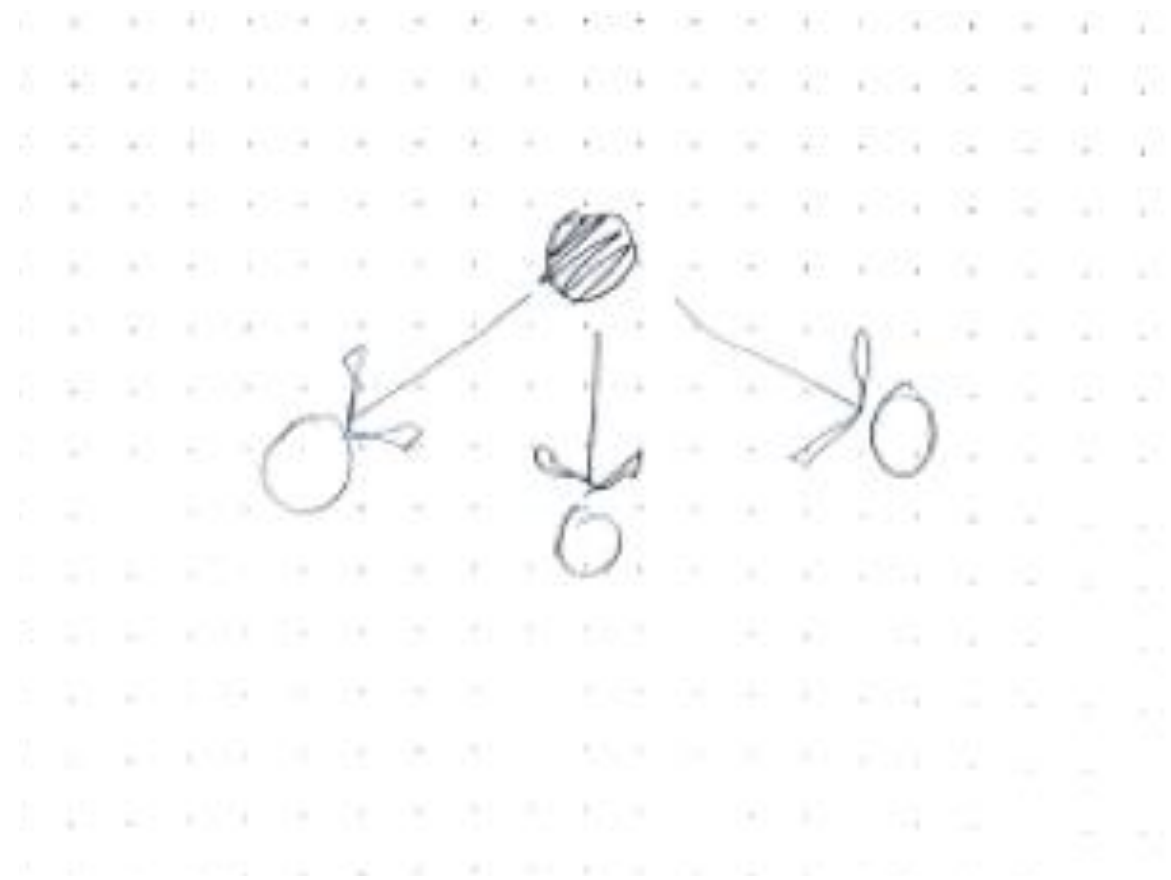
# just get it out there

A risky approach as you have less control

To improve this

- Prime some suppliers
- Use the open tender process as an Expression of Interest to narrow down to a shortlist
- Check other portals
  - InTend, FindATender, ProContract, The Chest

# curate your list



# curate your list

## Good because

- You upskill
- Keeps you focussed on what matters
- Builds your network

# curate your list

## Who is a good fit

- Website
- Word of mouth
- Invite them in

# curate your list

## Supplier sessions – making it work

- Not just one discipline
- Lots of council bods (including councillors)
- Ask suppliers to leave a project sample
- Be ready for follow up conversations
- Show timelines and contract values and be realistic

# curate your list

## Who is a good fit

- Website
- Word of mouth
- Invite them in
- Look internally (and work out if you need to refresh)

# curate your list

## Who is a good fit

- Website
- Word of mouth
- Invite them in
- Look internally (and work out if you need to refresh)
- Who or what haven't you worked with before

3

writing tenders



the basics

# the basics

## Boring stuff

- Relevant council policies
- As much existing info as you have
- Sample contract

# the basics

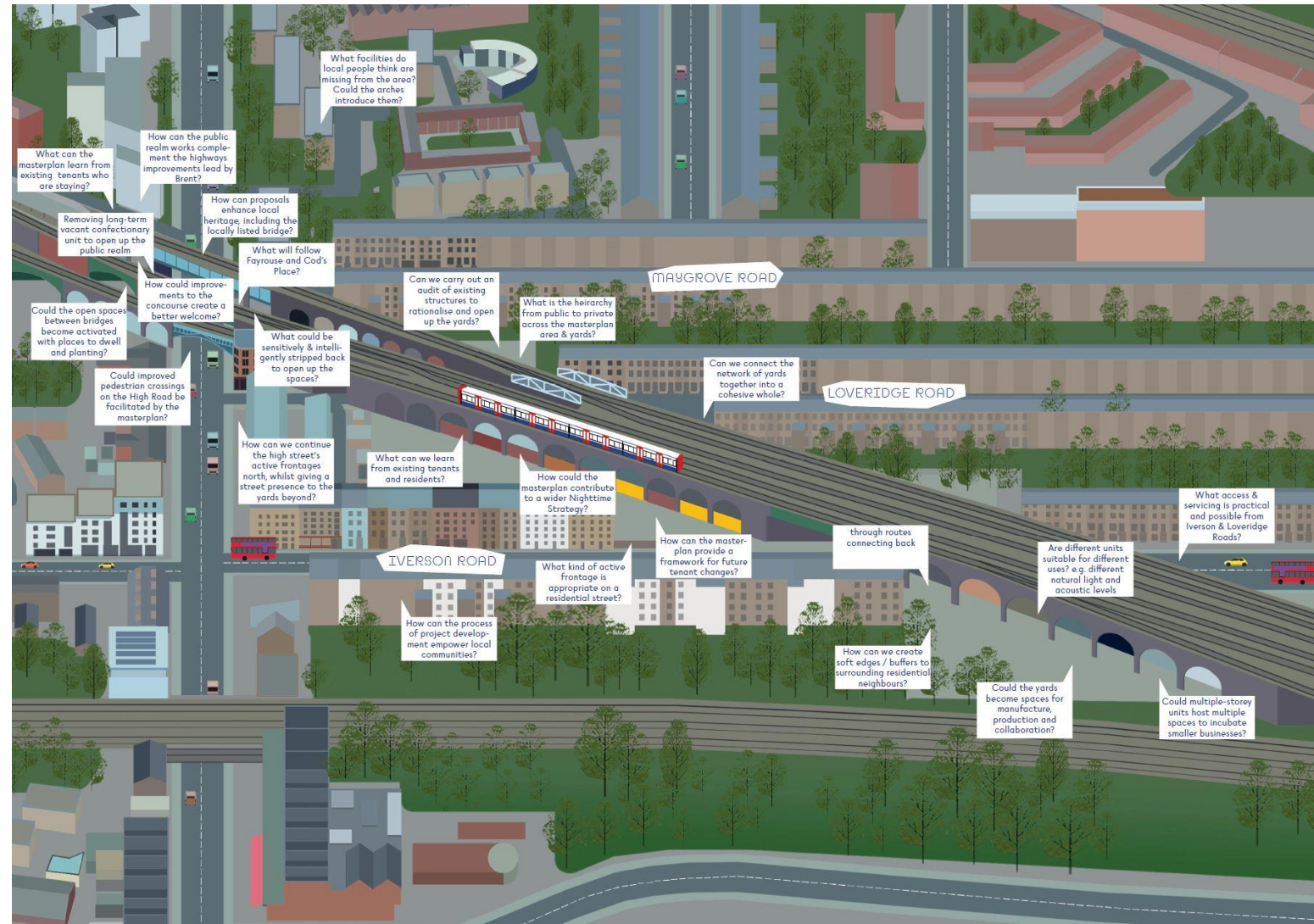
## Interesting stuff

- Brief
- Qualitative scoring breakdown
- Quantitative scoring breakdown



# contents of a brief

# contents of a brief



# contents of a brief

- Introduction
- Background
- Project brief
- Programme
- Attachments

# contents of a brief

- Introduction
- Background
- Project brief
- Programme
- Attachments

## 1. INTRODUCTION

Transport for London (TfL) wishes to appoint an appropriately skilled and highly experienced Lead Consultant to develop proposals for the public realm, refurbishment and activation of the arches and retail properties near Kilburn Underground Station. The Lead Consultant will lead a design team of their own choosing to deliver initial designs through to developed designs up to and including RIBA Stage 3. At TfL's sole discretion there will be an option for the continuation of the work beyond RIBA Stage 3 up to and including RIBA Stage 6. This consultant and team will be responsible for the initial design phase, pre-applications to the local authorities all the way through to submitting a full planning application to the two relevant local authorities, London Boroughs of Brent and Camden. This will consist of providing community engagement, landscape, architectural and structural services as well as cost advice. It will be up to the consultant to decide how best to deliver these requirements. The successful project will reflect TfL Property's Design Principles and other standard guidance outlined in the brief.

# contents of a brief

- Introduction
- Background
  - Location
  - Demographics
  - Planning history
  - Aspirations
  - Client team
- Project brief
- Programme
- Attachments

## 2. BACKGROUND

### 2.1. Location

The focal point of the arches here is Kilburn Underground station. The arches continue to the west, accessed from Exeter Road. To the east there are three distinct pockets of arches: (1) Kilburn mews, currently accessed from Maygrove Road at one end and Loveridge Road at the other; (2) arches between Loveridge Road and Iverson Road; (3) arches south of Iverson Road. The arches sit under the Jubilee and Metropolitan Line tracks.

Also to be considered as part of proposals are the TfL own commercial properties within Kilburn Underground Station; units fronting Exeter Road; units fronting the east side of Kilburn High Road; and units fronting the south side of Maygrove Road. TfL also own the residential properties to the upper parts of the units fronting the south side of Maygrove Road.

The boundary between Camden and Brent runs along Kilburn High Road / Shoot Up Hill, and so the majority of arches sit within Camden, whilst the station and Exeter Road properties are in Brent.

The sites are bounded by a mixed residential neighbourhood. To the east predominantly terraced housing, to the west some larger post-war and contemporary flatted developments. To the south (running to the south east) is Kilburn High Road, with these arches at the top end of the active high street.

The TfL owned arches run next to Network Rail tracks, with arches under these tracks owned and operated by The Arch Co, though a number of arches are leased to TfL. For the purposes of the wider masterplan, all arches are to

# contents of a brief

- Introduction
- Background
- Project brief
  - Core values
  - Project ambitions
  - Project outputs
  - Other specifics
  - Project context
  - Additional allowances
- Programme
- Attachments

## 3. PROJECT BRIEF

This project brief is set out in four layers. At the highest layer are the core values that this project should embody. The second layer sets out a series of Kilburn specific themes and ambitions for the project that are both social and spatial. The third layer lists the key outputs that we are looking for as the project develops. The final layer relates to the GLA's High Street Challenge.

Whilst these ambitions have existed within our organisation for some time, this project is one of the first places that draws them all together. As such we are placing a strong emphasis on selecting a process and approach that will meet our aims in a creative and engaging way.

### 3.1. TfL Core Values

The core values that should be reflected in the development of this project are as follows:

- To build relationships with the local communities
- To engage with these communities consistently and creatively, describing the evolution of the project and inviting comment and input (potentially including meanwhile structures / displays)
- To understand, assess and sensitively respond to the built assets
- To create a long-term masterplan for the TfL estate in this area that can be delivered over time, and is guided by a clear set of principles
- Target sustainability & contribute to TfL Property's emerging Sustainable Development Framework for Asset Management
- To reflect our overarching vision and mission of building a better London, and creating places of the future by being:
  - o Commercially astute
  - o Socially useful and sustainable

# contents of a brief

- Introduction
- Background
- Project brief
- Programme
  - Tender programme
    - Site visit
    - Clarifications
    - Assessment period
    - Interviews
    - Decision
- Attachments

## 4. PROGRAMME

Table 2 – Indicative Procurement Timetable:

Activities	Dates
Publish ITT	26/03/2021
Site briefings	07/04/2021
Clarification Deadline	23/04/2021
ITT Response Deadline	30/04/2021
Presentations (Optional)	Early May 2021
Contract Award	June-July 2021

**NOTE:** that TfL reserves the right to change the above dates and timings.

# contents of a brief

- Introduction
- Background
- Project brief
- Programme
  - Tender programme
  - Delivery programme
    - Start
    - Funding deadlines
    - Planning targets
    - Sign off requirements
- Attachments

## 4. PROGRAMME

Please note timescales may be subject to change. TfL will inform the appointed consultant should this be the case.

The bid programme should preferably be in Microsoft Projects or Primavera P6, in PDF format, with key milestones provided.

### 4.1. Milestones

The Authority requires the Service Provider to meet the milestones below. As part of the tender response the bidder should set out a detailed programme indicating how different work packages will meet these targets.

Activity	Date
Contract award	17/05/21
Commence scope	24/05/21
Submit Pre-planning application	27/08/21
Submit planning application	22/12/21

# contents of a brief

- Introduction
- Background
- Project brief
- Programme
- Attachments

## 21 KILBURN ARCHES – IDENTITY & VISION

To use the arches to complete the high street, and create a 'retail loop' - a route that people want to follow, not the 'there and back' as already exists.

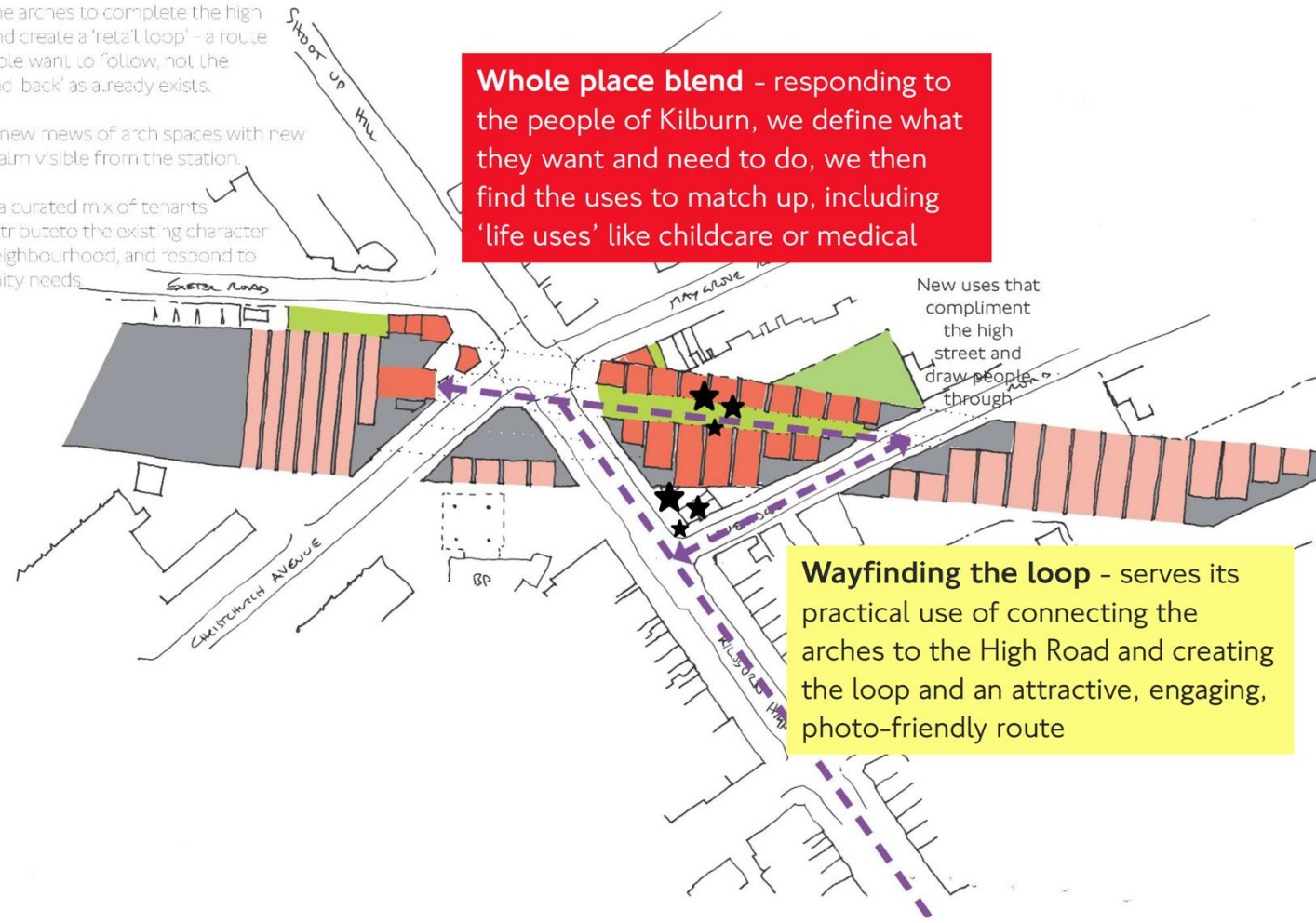
Create a new mix of arch spaces with new public realm visible from the station.

To bring a curated mix of tenants that contribute to the existing character of the neighbourhood, and respond to community needs.

**Whole place blend** - responding to the people of Kilburn, we define what they want and need to do, we then find the uses to match up, including 'life uses' like childcare or medical

New uses that compliment the high street and draw people through

**Wayfinding the loop** - serves its practical use of connecting the arches to the High Road and creating the loop and an attractive, engaging, photo-friendly route



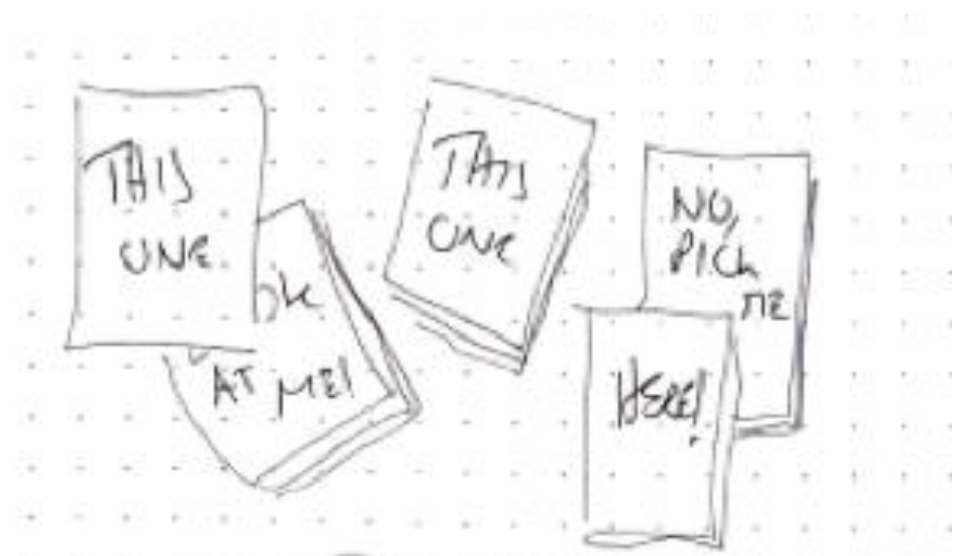
# making all this good

## Good brief = good responses

- Test it with a potential consultant
- Start with a skeleton and ask
  - What else is needed?
  - What they would want to return?
  - What they need to know?
  - What time would they need to respond?
- Then build it out

# avoiding mistakes

- Too many documents



# avoiding mistakes

- Too many documents
- Too many authors



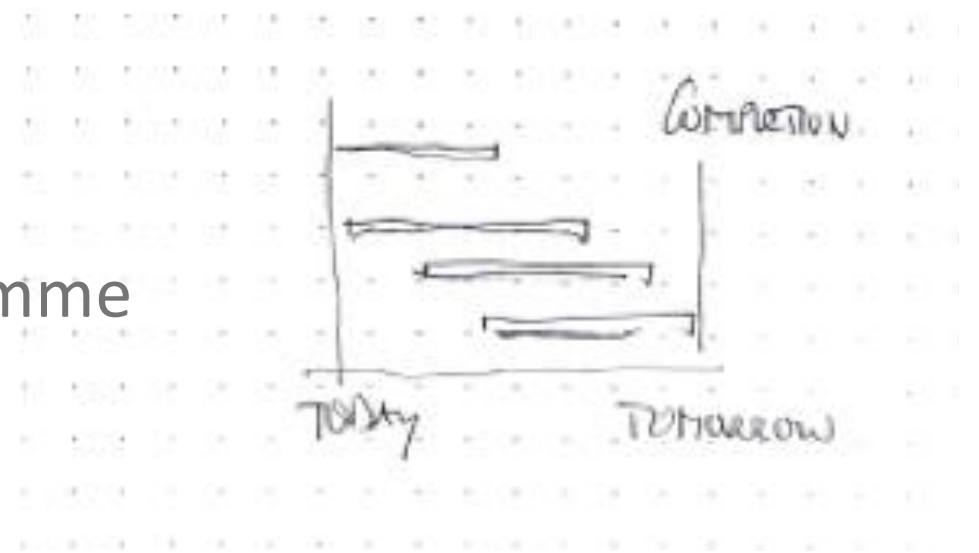
# avoiding mistakes

- Too many documents
- Too many authors
- Too lengthy



# avoiding mistakes

- Too many documents
- Too many authors
- Too lengthy
- Unrealistic or binding programme



# avoiding mistakes

- Too many documents
- Too many authors
- Too lengthy
- Unrealistic or binding programme
- Inconsistent deliverables





# avoiding mistakes

describing the project  
or  
a tender to respond to?

# avoiding mistakes

describing the project  
or  
a tender to respond to?

make a document  
you can evolve from

800:20

4

evaluating quality



# golden rules

1. Be proportionate



# golden rules

1. Be proportionate
2. Be open



# golden rules

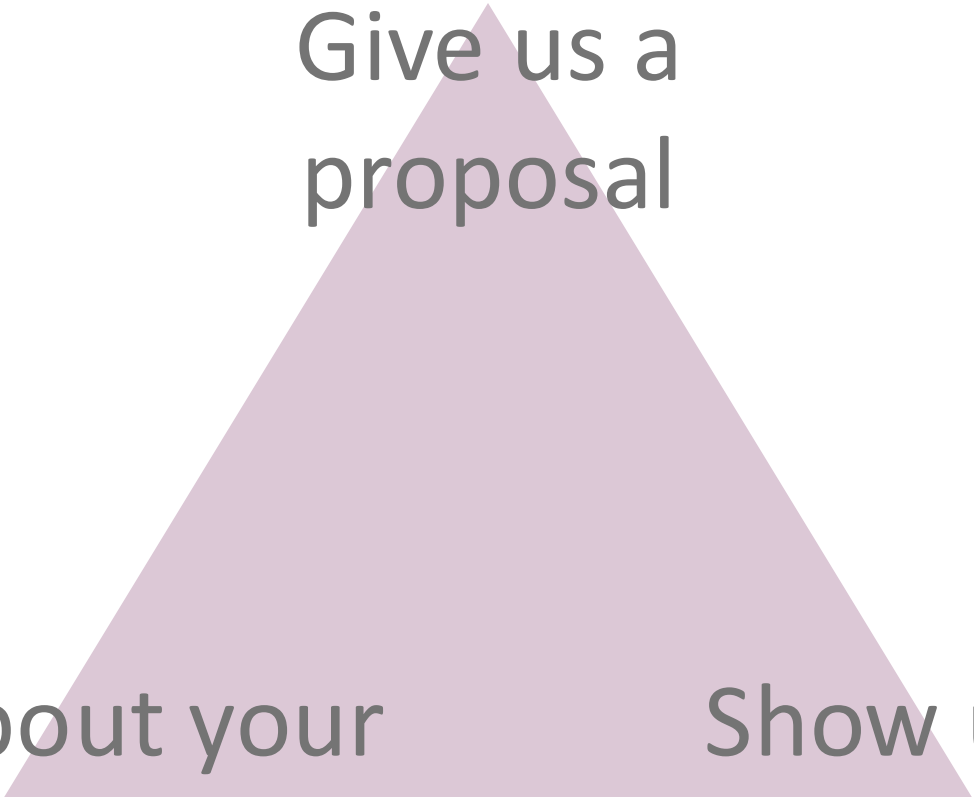
1. Be proportionate
2. Be open
3. Give clear guidance



# golden rules

1. Be proportionate
2. Be open
3. Give clear guidance
4. Think about how you'll assess

# triumvirate of technical




Give us a  
proposal

Tell us about your  
method

Show us you  
can do it



[side note on design]




Give us a  
proposal

Tell us about your  
method

Show us you  
can do it

# triumvirate of technical



Give us a  
proposal

- Beauty contest
- You're looking for someone else's vision
- You're not planning on being that involved
- New landmark / artwork

# triumvirate of technical

- Process and first thoughts
- Looking for a set of skills
- You want to be part of the process, a collaboration
- New building / public space
- Design and consultancy (+ unusual construction)

Tell us about your  
method

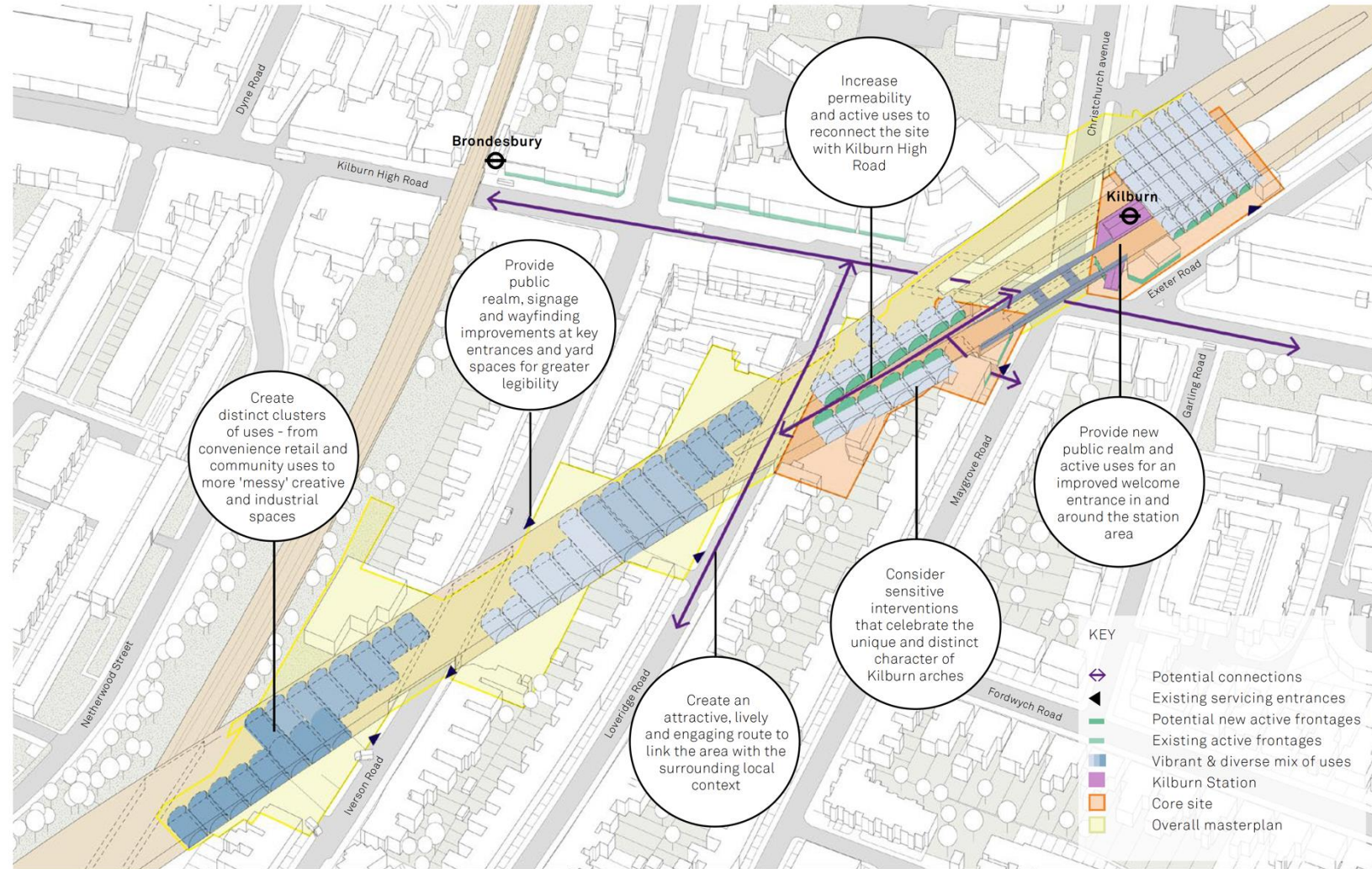


# triumvirate of technical

- Replica of existing
- Someone who is consistent
- You've got a fixed brief
- Adding an accessible WC or building a lift
- Construction works or specialist engineering

Show us you  
can do it

# methodology



# methodology

## 1. Methodology

- Design priorities

A. DESIGN PRIORITIES:  
IDENTIFY AND ILLUSTRATE WHAT  
YOU SEE AS THE KEY PROJECT  
SPECIFIC DESIGN PRIORITIES,  
AND HOW YOUR METHODOLOGY  
WILL ACHIEVE THESE.

### MADE IN KILBURN

Our starting point for any project is the place itself, to create a coherent narrative for its development that makes sense in terms of its society, culture, history and identity. Our process begins with broad fieldwork, both on the ground and online.

The brief for collaborative making and spaces of production is very exciting. As part of all our projects we develop resource maps of the local area, which here can provide a basis for local soft-market testing.

### PRAGMATIC & TARGETED REFURB

We will work from TFL's budget to establish what is possible within the current funding. Detailed investigative work will provide a clear evidence base for interventions and renovations, for example specialist damp surveys.

Our multi-disciplinary team will work cohesively to set out integrated, holistic solutions as a series of option for client review. A matrix of next steps will identify future works.

### EXISTING CHARACTER

Whilst the site is not listed, the arches have an industrial heritage and character. Our team brings conservation expertise which will inform our approach to both the masterplan and renovation.

We will consider both tangible & intangible heritage, mapping the existing context and activities, to develop a masterplan and proposals that are an evolution of the area's existing strengths rather than erasure or un-representative sanitisation.

# methodology

## 1. Methodology

- Design priorities
- Client specific

B. TFL DESIGN LEGACY:  
DESCRIBE YOUR PROJECT  
SPECIFIC DESIGN APPROACH,  
AND HOW THIS WILL RESPOND  
TO THE BRIEF, TFL'S DESIGN  
PRINCIPLES AND TFL'S  
COMMUNITY ENGAGEMENT  
HANDBOOK.

We recognise this project as an opportunity to create a design legacy and a route-map for the delivery of high-quality, contextually specific, commercially astute and socially useful urban projects by TfL:

- Purposeful, generous & curated places: the existing uses of the Arches will be considered for expansion to include creative production & collaborative making, with the yards playing an important social role and in making cultural activity visible;
- Relate to & strengthen neighbourhoods: We will begin with extensive fieldwork to build a thorough & nuanced understanding of the place, enriched by engagement.
- Places that evolve over time: Our engagement activities will seek to build

consensus around a shared goal and identify local partners for co-delivery of future stages. Using our heritage expertise we will shape a masterplan that is richly contextual and specific to the Arches.

- Places people are proud to live in: Investment will be focused to prioritise high-quality materials in communal spaces. We will review the proposals with the relevant Secure by Design officers to ensure that the spaces feel safe and are robust.
- Celebrate the qualities of urban living: the tube station is a natural hub for urban movement and benefits from strong footfall. The spaces will be opened up to celebrate opportunities for a high quality of life, strengthening & expanding the existing Arches community.
- Founded on transparent engagement: Core to success will be engaging meaningfully with local communities to ensure that the final outcome is embedded within Kilburn. The engagement processes we design respond to our belief that the process of delivering a project can be as impactful as the final outcome.

# methodology

## 1. Methodology

- Design priorities
- Client specific
- Key risks and mitigations

### 1e. Methodology Key Risks

#### Risk: Managing time:

The timeframe is tight, and it may be ambitious to engage in dialogue with all businesses and stakeholders in the time available to establish a close and meaningful dialogue.

Mitigation: We will tailor the nature and scope of the community engagement to be targeted, appropriate and specific to the place and the timeframe. We will advise the client at each stage of the process if there are emerging challenges with regards to the timeframe. We will hold a risk register throughout the period to this effect which we will share with the client, and request input from the client and team members alike.

#### Risk: Managing unknowns

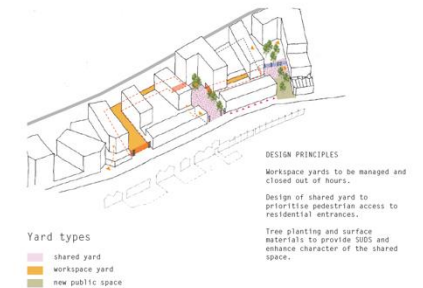
Given the nature of the project, some unknowns may remain in terms of drainage, structural conditions, and other elements that may not be immediately visible or documented. This may result in additional costs in delivering the arch infills at a later date.

Mitigation: Carry out sufficient and appropriate surveys in advance.

#### Risk: Managing consensus:

There may be disagreement and conflict with regards to the existing uses, tenants, leases and access for the site, given the complex nature of ownerships and control over structures in terms of change, maintenance etc.

Mitigation: We will understand the picture from the outset in terms of ownership, maintenance, and lease arrangements and take these into account in devising a realistic picture as to how the site can be opened up to the high street. We will develop a flexible approach to the yards and their arches.



#### Example Project: Scrubs Lane, Brent, OPDC

A public realm led approach to organising shared yard uses in social ways that can co-exist with streets and servicing



#### Example: West Croydon

Positive boundary treatments. Placing emphasis on a high quality of boundary treatments, where fences, walls, signage, and lighting can improve the legibility and quality of the public realm.



# methodology

## 1. Methodology

- Design priorities
- Client specific
- Key risks and mitigations
- Something for your team

1 F .

### PLANNING APPROACH

#### **Early preparation of a planning audit (policy, guidance, history)**

GHPA will prepare a planning audit (policy, guidance, planning history) early on in the project to make sure that the planning context informs the design team and its work, in addition to justifying the outcome of work at the planning application stage. He will also advise on planning strategy, which in this case should be fairly straight forward and based around two 'full' planning applications (one for each borough) and manage/mitigate planning risks.

#### **Leading the pre-application and application process**

Ideally, we would enter into a Planning Performance Agreement (PPA) with the boroughs, or at least agree to pre-application meetings with officers responsible for appropriate disciplines being present – e.g. Planning Policy, Development Management, Urban Design, Transport and Highways.

GHPA will co-ordinate these meetings to ensure consistent

and continuous point of contact, as well as discussing substantive issues around the schemes themselves (policy, use, access, servicing, building alterations, highway works etc.), he will use them to clarify the following:

- Scope and format of application drawings;
- List of necessary supporting documents; and
- Statutory planning fee.

#### **Preparation of submission drawings**

As described, our architectural design team is a collaborative that will seek to respond to the unique and diverse character of the area. At Stage 3, drawn information will be led and coordinated by We Made That to ensure robust and accurate consistency. This will accord with the scope and format of application drawings agreed with the LA planning officers.

#### **Engaging with stakeholders through the planning process**

GHPA will liaise with the client team to establish land owners

# methodology

## 1. Methodology

- Design priorities
- Client specific
- Key risks and mitigations
- Something for your team
- Case studies
  - As a standalone
  - As part of the answers above

# methodology

## 2. Programme

- Programme itself



# methodology

## 1. Programme

- Programme itself
- Commentary

A. PROVIDE A DETAILED INDICATIVE PROGRAMME, CLEARLY OUTLINING ACTIVITIES WITH KEY DATES TO DELIVER THE REQUIREMENTS

At inception we will review the programme including milestones, client review periods and iteration of key outputs. Project meetings will include programme updates, flagging of any issues together with proposals for their mitigation. Key considerations are highlighted below:

- An indicative programme is included for the delivery of engagement activities subject to successful High Streets for All funding;
- We have included for presentations to the boroughs Design Review Panels with a preference to align this with the MDA review in RIBA Stage 2;
- Client review periods are indicated at the culmination of each stage. Bi-weekly catch-ups are included throughout the project trajectory to allow for regular updates and feedback;
- If additional surveys are required the commissioning period and turnaround of information is subject to confirmation and may impact on the programme set out here;
- Community engagement events are included in addition to the High Streets Challenge programme.



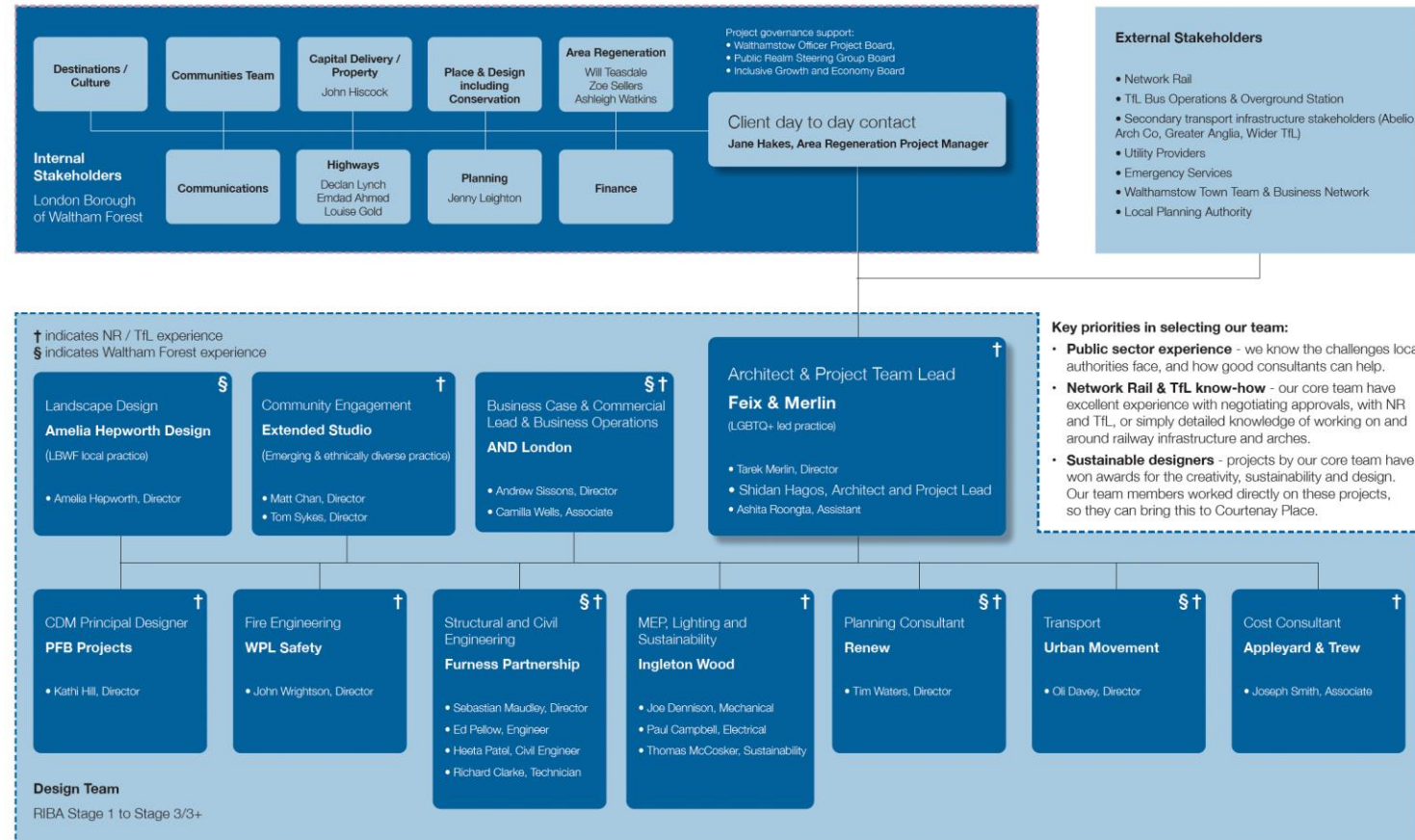
# methodology

## 3. Team

# methodology

## 3. Team

- Team structure



# methodology

## 3. Team

- Team structure
- Resource chart

RIBA Stages 1 - 3

Total effort days: 284.6



# methodology

## 3. Team

- Team structure
- Resource chart
- CVs



STAVROS  
OIKONOMIDIS

**Architect,  
We Made That**  
Diploma, MA, ARB

Stavros earned his Masters at the Royal College of Art, where he completed the City Design program. Prior to this he completed a five-year degree in Architectural Engineering Democritus University of Thrace (D.U.TH) in his native Greece.

He is a skilled urban designer and enjoys working on urban scale projects which are both socially engaged and innovative in their approach.

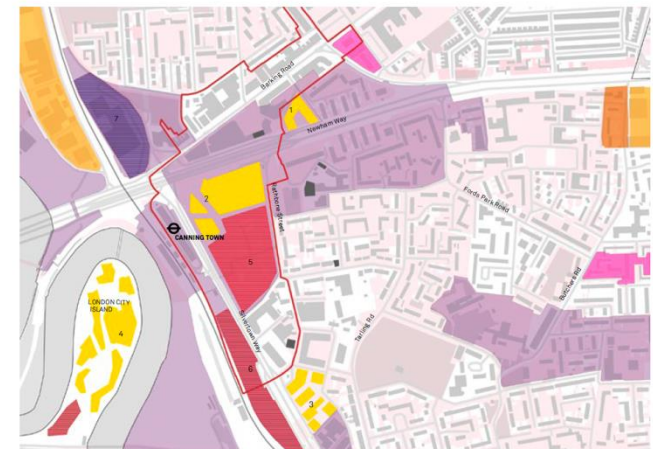
At We Made That he has worked on a range of strategic projects including the Battersea Design & Technology Quarter framework and the Purley Way Masterplan, a substantial mixed-use plan for growth in central Croydon.

Prior to joining We Made That, Stavros worked on a range of different projects in Thessaloniki including national and international competitions for public buildings, participatory design in urban regeneration projects and conversions.

Relevant projects include:  
**Croydon Future of Destination Retail, 2020** (London Borough of Croydon) Research study into the future of retail in Central Croydon and development of a vision and guiding principles for the place.

**Purley Way Masterplan, 2019** (LB Croydon) A 140ha mixed-use masterplan to create a framework for high quality development in the Purley Way, including new and intensified industrial uses and a step change in mixed use and residential development.

**Basildon Town Centre Masterplan, 2020** (Basildon Borough Council) A masterplan for Basildon Town Centre to guide regeneration of the town centre through inward investment and development as well as investment by the council.



# methodology

## 4. Equality, Diversity & Inclusion

- Could be social value based
- Project specific
- Proportionate
- Costed separately

# scoring

0	Fail
5	Bare pass
10	Pass
15	Good
20	Excellent
25	Outstanding

and also fail the tender full stop

# scoring

0	Fail
20	Bare pass
40	Pass
<b>60</b>	<b>Good</b>
80	Excellent
100	Outstanding

and also fail the tender full stop

Good demonstration by the Tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the supplies / services. Response identifies factors that will offer potential added value, with evidence to support the response

top tips

# top tips

1. Practice answering

# top tips

1. Practice answering
2. Supplier created submissions

# top tips

1. Practice answering
2. Supplier created submissions
3. Set page numbers

# top tips

1. Practice answering
2. Supplier created submissions
3. Set page numbers
4. **Additional docs?**

# top tips

1. Practice answering
2. Supplier created submissions
3. Set page numbers
4. Additional docs?
5. Simple questions

# top tips

## GTQ1 Communication & Collaboration

<p><b>Q1</b> <b>Question Detail</b></p>	<p>Given the aims and objectives of the framework, the broad range of Client needs and the varied nature of the scope of services, LHC believe there may be opportunity for collaboration with other appointed companies on the framework <u>in order to deliver call-off contracts</u>.</p> <p>Describe how you would structure communication and collaboration with public sector clients and stakeholders to foster a participatory design process.</p> <p>Your response should cover:</p> <ul style="list-style-type: none"><li>• The methods and tools you would employ for effective communication, including highlight indicators for successful collaboration.</li><li>• How you ensure stakeholder feedback is captured, citing what media and other mechanisms you would use to communicate with stakeholders.</li><li>• Where relevant, how the outputs of that communication would feed into the design development and would be applied to the design.</li></ul> <p>Maximum marks available = 5 marks</p> <p>Your detailed answer should not exceed 2 pages A4 with minimum font size 10.</p> <p>Supplementary evidence may be provided to support any statements made, any relevant supplementary information or attachments must be clearly referenced with the document ID / file ID / page and/or section numbers in the response section for this question.</p>
---	---

80:20

5

evaluating cost



don't



don't

How much should it cost?

- Get the works costed by a QS
- Benchmark with another authority
- Ask suppliers direct



don't

So work it out, prepare your  
budget and tell your suppliers

best value

=

best resource and services



but we know how this goes

So...

# what to score

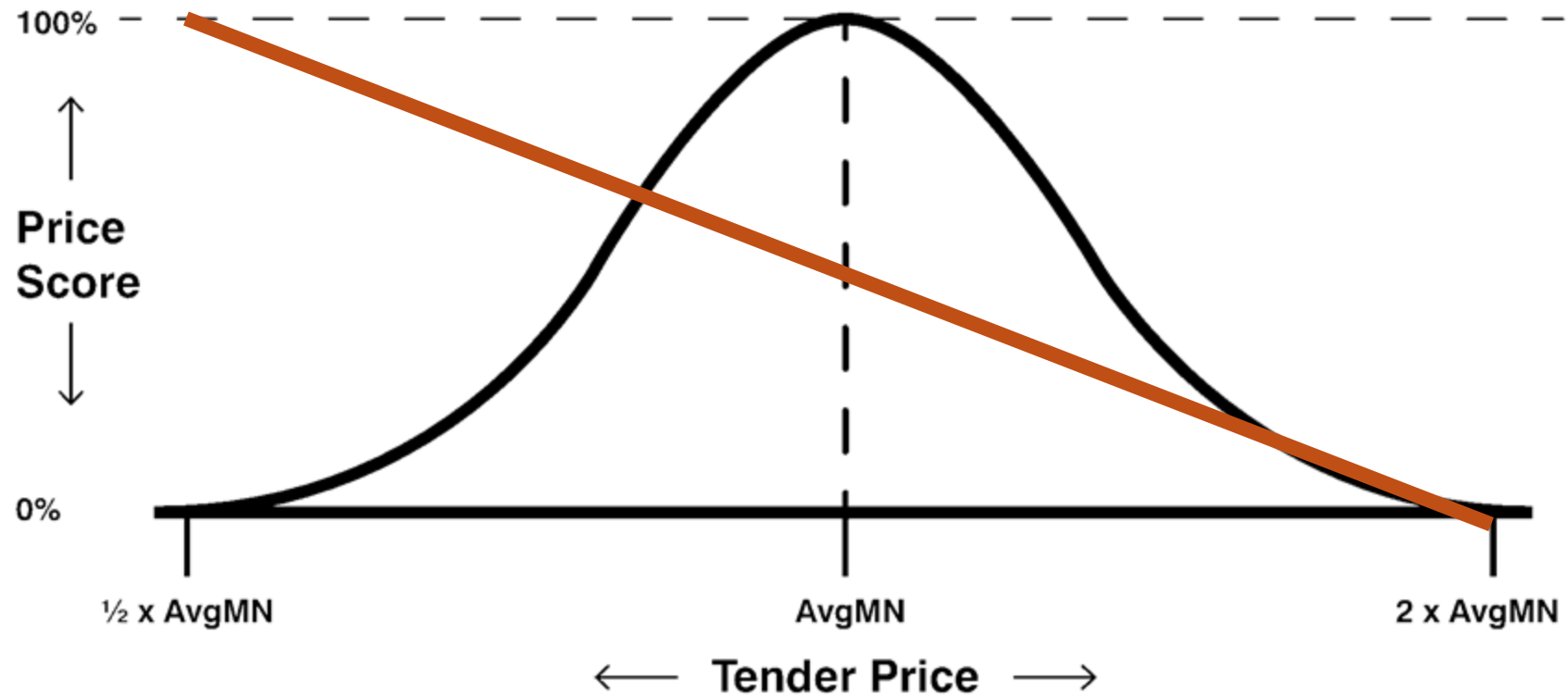
1. Overall price
2. Cost / unit of time
  - Rates
  - Effort days
3. Additional costs

# how to score

1. Lowest price
2. Deviation from mean



# Lowest cost vs deviation from mean



Initial

Weighted at 50:50

Bidder	Price	Cost	Quality	Cost	Quality	Overall
A	£40,000	50%	70%	25	35	60
B	£37,000	54%	65%	27	32.5	59.5
C	£32,000	62.5%	75%	31.25	37.5	68.75
D	£29,500	68%	60%	34	30	64
E	£20,000	100%	50%	50	25	75

Lowest cost

Initial – average price £31,700

Weighted at 50:50

Bidder	Price	Cost	Quality	Cost	Quality	Overall
A	£40,000	78.1%	70%	39.1	35	74.1
B	£37,000	87.2%	65%	43.6	32.5	76.1
C	£32,000	97.4%	75%	48.7	37.5	86.2
D	£29,500	89.7%	60%	44.9	30	74.9
E	£20,000	60.8%	50%	30.1	25	55.1

deviation from mean



lowest price

vs

deviation from mean

# weighting each part

1. How certain are you about deliverables?
2. How important is competitive cost?

# weighting each part

1. How certain are you about deliverables?
2. How important is competitive cost?

# weighting each part

1. How certain are you about deliverables?
2. How important is competitive cost?

# weighting each part

Construction  
70% cost

Consultancy  
20% cost

# weighting each part

Construction  
70% cost

Consultancy  
20% cost

if costs come back too  
high?

# weighting each part

Construction  
70% cost

Consultancy  
20% cost

if costs come back too  
high? Negotiate!

# templates

Provide a template!  
In Excel!  
Test it to death!

## RIBA Stages 1-3 - Fixed Fee (15% weighting):

Consultant Name	Consultant Grade	Activity	Framework Day Rate	Discounted Day Rate	Indicative Total Number of Days	Total Cost
<b>RIBA Stage 1:</b>						
Insert Name	Insert Grade	Insert Activity	£ -	£ -		£ -
Insert Name	Insert Grade	Insert Activity	£ -	£ -		£ -
Insert Name	Insert Grade	Insert Activity	£ -	£ -		£ -
Insert Name	Insert Grade	Insert Activity	£ -	£ -		£ -
<b>RIBA Stage 2:</b>						
Insert Name	Insert Grade	Insert Activity	£ -	£ -		£ -
Insert Name	Insert Grade	Insert Activity	£ -	£ -		£ -
Insert Name	Insert Grade	Insert Activity	£ -	£ -		£ -
Insert Name	Insert Grade	Insert Activity	£ -	£ -		£ -
<b>RIBA Stage 3:</b>						
Insert Name	Insert Grade	Insert Activity	£ -	£ -		£ -
Insert Name	Insert Grade	Insert Activity	£ -	£ -		£ -
Insert Name	Insert Grade	Insert Activity	£ -	£ -		£ -
Insert Name	Insert Grade	Insert Activity	£ -	£ -		£ -

**TOTAL:** £ -

## RIBA Stages 4 - 6 (5% weighting)

Mark-Up	Indicative Costs
0.00%	£ -

\*This figure is excluded from the evaluation and is for information purposes only.

## Rate Card (5% weighting)

Consultant Name	Activity	Consultant Grade	Framework Hourly Rate	Discounted Hourly Rate
Insert Name	Insert Activity	Insert Grade	£ -	£ -
Insert Name	Insert Activity	Insert Grade	£ -	£ -
Insert Name	Insert Activity	Insert Grade	£ -	£ -
Insert Name	Insert Activity	Insert Grade	£ -	£ -
Insert Name	Insert Activity	Insert Grade	£ -	£ -

**NOTE:** These rates must correlate to the named consultants proposed for the fixed fee section

**TOTAL:** £ -

6

final thoughts



# evaluation panels

- Allow enough time
- Brief your moderators
- Create a crib sheet
- Be Machiavellian if you need to be



# comments

- Shareable
- Concise
- Linked to scoring criteria
- Constructive

# wider thoughts

- Join forces with neighbours

# wider thoughts

- Join forces with neighbours
- Make a panel for small works

# wider thoughts

- Join forces with neighbours
- Make a panel for small works
- What can you do in house?



almost the end...

[ts@common-works.co.uk](mailto:ts@common-works.co.uk)



four final thoughts

# four final thoughts

- Be realistic

# four final thoughts

- Be realistic
- Be creative and courageous

# four final thoughts

- Be realistic
- Be creative and courageous
- Be accessible and reach out

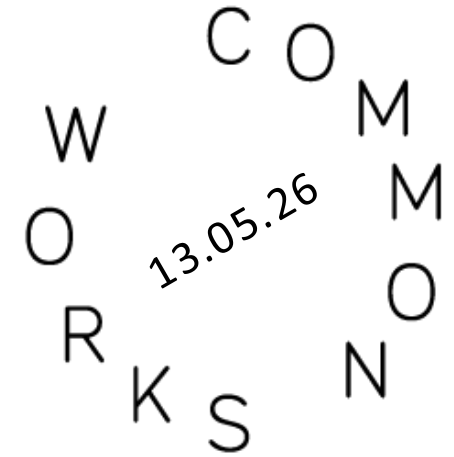
# four final thoughts

- Be realistic
- Be creative and courageous
- Be accessible and reach out
- **Keep communicating**

# ~~four~~ five final thoughts

- Be realistic
- Be creative and courageous
- Be accessible and reach out
- Keep communicating
- You deserve great suppliers

# GETTING POSITIVE OUTCOMES FROM PROCUREMENT



Tom Sykes  
Common Works

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[ts@common-works.co.uk](mailto:ts@common-works.co.uk)

getting positive  
outcomes from  
procurement