



Procurement of Joint Venture Partner for  
Cambridge Road Estate Regeneration

Selection Questionnaire ("SQ")  
Instructions for Applicants and Technical Questions

## 1. Introduction

This document comprises the technical response to the Selection Questionnaire (SQ). This document should be read in conjunction with the Memorandum of Information (MOI). Other documents being made available at the SQ stage of the process are the Marketing Brochure, Draft Development Brief, and Draft Heads of Terms; these are all available on the London Tenders e-tendering system – [www.londontenders.org](http://www.londontenders.org).

The “Council” refers to the contracting authority, namely the Royal Borough of Kingston upon Thames. “You / Your” or “Applicant” refers to the organisation completing these questions i.e. the legal entity seeking to be invited to the next stage of the procurement process and responsible for the information provided.

Applicants are required to respond to this Technical Response along with the Standard SQ Questionnaire which is available on the London Tenders portal.

## 2. Selection Questionnaire structure

The SQ is set out as follows:

### **Non –Technical Questions/Standard SQ** (separate document)

- Section 1: Potential Supplier Information
- Section 2: Grounds for Mandatory Exclusion
- Section 3: Grounds for Discretionary Exclusion
- Section 4: Economic and Financial Standing
- Section 5: Parent Company
- Section 6: Technical and Professional Ability
- Section 7: Requirements under Modern Slavery Act 2015
- Section 8: Insurance
- Section 9: Skills and Apprentices

### **Technical Questions** (this document)

- Criteria 1: Delivery
- Criteria 2: Sales & Marketing
- Criteria 3: Joint Ventures and Partnering
- Criteria 4: Funding & Treasury Management
- Criteria 5: Social Value

## 3. Clarifications

All requests for clarification or further information in respect of this SQ should be sent solely via the London Tenders portal. No Applicant shall make an approach or communication of any kind in connection with this SQ to any person within, or associated, with the Council or the Council’s adviser team.

The deadline for receipt of clarification questions is **12 noon on Friday 8th September 2017**.

The Council expressly reserves the right to require an Applicant to provide additional information supplementing or clarifying any of the information provided in response to the requests set out in this SQ.

Where any Applicant believes that any part of the SQ documentation is ambiguous, capable of more than one meaning or inconsistent, the Applicant must raise this as a clarification question by no later than the deadline for clarification question set out above.

#### **4. Freedom of Information**

The Council is committed to meeting its legal responsibilities under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. Accordingly, all information submitted to the Council may need to be disclosed by the Council in response to a request under the Act. The Council may also decide to include certain information in the publication scheme, which the Council maintains under the Act.

If an Applicant considers that any of the information included in their SQ is commercially sensitive, it must identify it and explain (in broad terms) what harm may result from disclosure if a request is received, and the time period applicable to that sensitivity.

Applicants must be aware that, even where they have indicated that information is commercially sensitive, the Council might be required to disclose it under the above Acts if a request is received.

Applicants must also note that the receipt of any material marked 'confidential' or equivalent by the Council shall not be taken to mean that the Council accepts any duty of confidence by virtue of that marking.

#### **5. Instructions for completion**

The purpose of the SQ is to enable the Council to obtain sufficient information about the Applicant to make an initial assessment of their capability and suitability for the proposed agreement, and to enable the Council to shortlist Applicants for the tender stage of the Procurement.

This SQ follows the guidance contained in Procurement Policy Note: Standard Selection Questionnaire (SQ) Action Note 8/16 issued by the Cabinet Office/Crown Commercial Service on 9 September 2016 ("PPN 8/16").

The SQ is made up of three parts:

- Part 1 – Potential Supplier Information – details relating to the Applicant's status;
- Part 2 – Exclusion Grounds – where the Applicant is required to self-declare their status against the exclusion grounds; and

- Part 3 – Technical Questions – where the Applicant is required to respond to technical questions to enable the Council to shortlist in accordance with the procurement process detailed in this SQ. These relate specifically to “Technical and Professional Ability”.

Parts 1 and 2 reflect the standard form SQ contained in PPN 8/16.

The SQ is available, and is to be completed electronically, on the London Tenders e-tendering system – [www.londontenders.org](http://www.londontenders.org) – in accordance with the Instructions to Applicants set out in this SQ.

For completeness, the Technical Questions are repeated in this document.

Applicants must answer all questions as accurately and concisely as possible in the same order as the questions are presented. Where a question is not relevant to the Applicant’s organisation, the Applicant must indicate that this is the case by stating “N/A” and must provide an explanation of why it is “N/A”.

All questions must be answered in English.

Please ensure that any enclosures and supporting documents are clearly marked with the question to which they refer. Applicants should only attach additional documentation when requested. Additional documentation and generic marketing material not requested in this SQ will be disregarded.

#### Parts 1 and 2

A completed declaration of Part 1 and Part 2 provides a formal statement that the organisation making the declaration has not breached any of the exclusions grounds. Consequently, every organisation that is being relied on to meet the selection must complete and submit the self-declaration for Part 1 and Part 2. These could be parent companies, affiliates, associates, or essential subcontractors, if they are relied upon to meet the selection criteria. Where you are joining in a group of organisations, including joint ventures and partnerships, each organisation in that group must complete a self-declaration. Subcontractors that are not relied upon do not need to complete the self-declaration.

Applicants must notify the Council of any material change (or foreseeable potential change) to their standing which may affect the answers given in this SQ. The Council reserves the right to check information provided and exclude Applicants if the information provided within their SQ submission cannot be positively verified.

#### Part 3

For Part 3 (Technical Questions), Applicants applying on behalf of a group or consortium, or those intending to use sub-contractors, should complete all of the questions on behalf of the consortium and/or any subcontractors, providing one composite response and declaration.

The Council will check all information supplied by each Applicant for completeness and compliance with this SQ before responses are evaluated.

## 6. Miscellaneous

### Right to Revisit SQ Evaluation

The Council reserves the right to revisit, and if necessary amend, the result of the SQ evaluation, if after completion of the evaluation of the SQ:

- new information emerges which gives the Council reason to doubt or question the original SQ evaluation and shortlisting;
- where the Applicant is a consortium, one or more of the members of the consortium changes;
- where the Applicant is intending to sub-contract to a named key subcontractor and that key subcontractor changes; and/or
- there is any change in the control or structure of the Applicant.

### General Disclaimer

None of the Council, its technical, financial or legal advisors or any other advisor (or the directors, officers, members, partners, employees, staff, agents or advisors of any such person):

- makes any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the information contained in or accompanying this SQ, and Applicants should make their own independent assessment of the Council and its requirements for services associated with the project and should seek their own professional technical, financial and legal advice;
- accepts any responsibility for the information contained in this SQ or for its fairness, accuracy or completeness, nor shall any of them be liable for any loss or damage arising as a result of reliance on such information or any subsequent communication;
- will be liable for any costs incurred by any Applicant responding to the SQ or any subsequent tender documents, whether incurred by them directly or their advisors or subcontractors.

### Costs and Expenses

Applicants are solely responsible for their costs and expenses incurred in connection with the preparation and submission of the responses and their participation in this procurement process.

### Right to Cancel or Vary the Procurement Process

The Council reserves the right, for any reason and at any time, to withdraw this SQ, terminate this procurement process, change the basis, the requirements, the procedures and the timescales for this SQ and procurement process, or terminate discussions with any or all Applicants and to re-invite responses on the same or any alternative basis. The publication of this SQ in no way commits the Council to award any contract pursuant to any procurement for this contract.

### Status of SQ

The Council does not intend to create any legal relationship or contractual arrangement with any Applicant through the issue of this SQ. Only the express terms of any written contract relating to the subject matter of this SQ, as and when it is executed, shall have any contractual effect in connection with the matters to which it relates.

## **7. Submission of completed Selection Questionnaires**

Applicants must submit their completed SQ via the Council's e-tendering system London Tenders no later than **12 noon on Friday 29th September 2017.**

Completed SQs may be submitted any time before the closing date. Please note that completed SQs received after the closing date may be rejected.

## **8. Consortia and sub-contracting**

Where a number of organisations submit a response together as part of a consortium, the SQ response must identify a lead applicant ("Lead Applicant"). Where a consortium is submitting an SQ response, the following information must be provided:

- full details of the makeup of the consortium, including whether they intend to be evaluated as a group of equity partners or as a prime contractor with subcontractors;
- the specific role of each member of the consortium.

Where Applicants are proposing to create a separate corporate entity, they should provide details of the actual or proposed percentage shareholding of the constituent members within the consortium in a separate annex. If a consortium is not proposing to form a corporate entity, full details of alternative proposed arrangements should be provided in the annex.

Please note, however, that the Council reserves the right to require a successful consortium to form a specific legal form, once the contract has been awarded, in accordance with Regulation 19 of the Public Contracts Regulations 2015.

The Council recognises that arrangements in relation to consortia may (within limits) be subject to future change. Applicants should therefore respond in the light of the arrangements as currently envisaged. Applicants are reminded that any future proposed change in relation to consortia must be notified to the Council so that it can make a further assessment by applying the selection criteria to the new information provided.

In the interest of conducting an open and fair procurement and to ensure confidentiality and to safeguard against potential collusion, organisations are not permitted to feature in more than one SQ submission.

## 9. Evaluating SQs

The Authority may disqualify any Applicant who fails to:

- comply with the requirements of Regulation 57 of the Public Contracts Regulations 2015 (as amended) and/or fails to certify in the “Declaration” that they have fulfilled these requirements;
- provide a satisfactory response to any questions in the SQ or inadequately or incorrectly complete any question; or
- submit their completed response to the SQ by the deadline.

Applicants’ responses will be evaluated on the following basis:

### Part 1 and Part 2 – Self-Declaration

Applicants’ responses will be checked and verified for completeness. Any self-declaration that causes the Council concern will be verified with the Applicant. Any negative finding arising from that verification may lead to the Applicant being disqualified.

### Part 3 – Technical Questions

Applicants’ responses to the Technical Questions will be reviewed by the Council’s evaluation team comprising of representatives of the Council and their technical advisers. Each Technical Question will be marked out of 5 in accordance with the following scoring scale. The table below sets out the relative weighting of each of the Technical Questions.

Question	Criteria Description	Criteria Weightings	Available scores
1	Joint Ventures & Partnering	15%	0-5
2	Design & Planning	15%	0-5
3	Construction	15%	0-5
4	Sales & Marketing	15%	0-5
5	Funding & Treasury Management	20%	0-5
6	Social Value	20%	0-5

The weighted score will be calculated as follows:

Applicant weighted score = (Applicant score/total score for that question)\*weighting

For example: (4/5)\*20% = 16% weighted score

### Scored Questions

The Council will apply the following scoring scale in evaluating and scoring each response to each of the Criteria Questions (Q1-Q6) in the Technical Questions section of this SQ.

Score	Description
<b>0</b>	Completely fails to demonstrate the ability, understanding, experience, skills, resource & quality measures required to deliver the brief or fails to provide a response that is capable of being evaluated.
<b>1</b>	Part response with some material shortcomings in evidence/information provided. Some significant reservations about ability, understanding, experience, skills, resource & quality measures required to deliver the brief, with very limited or no evidence to support the response.
<b>2</b>	Limited response with some shortcomings in evidence/information provided. Some reservations about the ability, understanding, experience, skills, resources & quality measures required to deliver the brief with limited evidence to support the response.
<b>3</b>	Good response with satisfactory detail and evidence. Above average demonstration of the relevant ability, understanding, experience, skills, resource & quality measures required to deliver the brief.
<b>4</b>	Very good response with high level of detail and evidence. Good demonstration of the relevant ability, understanding, experience, skills, resources & quality measures required to deliver the brief.
<b>5</b>	Full response demonstrating well evidenced and relevant examples. Exceptional demonstration of the relevant ability, understanding, experience, skills, resources & quality measures required to deliver the brief.



## 10. Technical questions

In addition to the standard SQ questions, Applicants must provide a response to the following Technical Questions.

The questions require examples to be provided; the same examples *can* be used for more than one question.

All examples should be relevant. This means that examples must demonstrate *relevance* to Cambridge Road, the characteristics of which are:

- Housing estate based regeneration
- Joint venturing / partnership approach
- Large-scale in number of homes / cost / value
- Multi-phase with phases of circa 50-200 homes
- Mixed-tenure with significant affordable housing requirements
- Land assembly
- Complex planning / master planning
- High quality design requirements
- Long term design legacy requirements
- Transformational change of the built environment
- Existing community / occupied site
- Need for significant community engagement
- Long term delivery timescales
- Mixture of funding sources
- Delivering social value
- Extensive stakeholder engagement

Examples do not need to demonstrate each and every element but we would expect that examples provide clear evidence that Applicants have experience across *the range* of typical issues that will be encountered at Cambridge Road Estate.

### Q1 Joint Ventures and Partnering (15%)

Please provide details of two examples of *relevant* experience and capability in delivering development through a joint venture or partnering approach

Please include in your response:

1. A brief description of the examples (size, value, number and types of homes, delivery timescales) and their relevance to Cambridge Road

2. Details of:

- How you provided effective leadership
- JV/Partnership structure and human resource input
- How you managed and maintained the business plan

- Your contributions to operational improvements in the delivery of the scheme and what benefits were realised for the joint venture partners as a result
- How you supported your partner's governance, management and decision making structures
- Specific challenges you faced and the role that joint working played in addressing them

3. A named client contact for each example who is prepared to confirm the accuracy of the information provided and a reference for the quality of the services provided.

*Your response to this question should be no more than 2000 words*

## **Q2 Design & Planning (15%)**

Please provide two examples of relevant experience from the last five years where you have designed a residential scheme, with complex planning and design issues, from inception and managed the planning process.

Please include in your response:

1. A brief description of the examples (size, value, number and types of homes, delivery timescales) and their relevance to Cambridge Road

2. Details of:

- How you selected and managed a design team, and managed the design development process to ensure quality
- How you engaged with the local community on design
- Integration of multiple residential tenures and typologies into the designed scheme
- Addressing site constraints (such as phasing, access, services) within the designed scheme
- The success factors in achieving planning consent and how you overcame difficult planning issues

*Your response to this question should be no more than 2000 words.*

## **Q3 Construction (15%)**

Please provide two examples of relevant experience from the last five years where you have delivered the construction of multi-phase residential developments working with existing communities.

Please include in your response:

1. A brief description of the examples (size, value, number and types of homes, delivery timescales) and their relevance to Cambridge Road

2. Details of:

- How you procured, coordinated and managed the supply chain
- How you managed the construction programme including any specific phasing requirements
- The management of construction quality on site
- Post-completion services including dealing with snagging and defects
- How you engaged with the local community on construction related issues and concerns

*Your response to this question should be no more than 2000 words.*

#### **Q4 Sales & Marketing (15%)**

Please provide details of two examples of relevant experience where you have delivered sales and marketing for a residential development scheme. The examples should demonstrate marketing and sales involving a range of value points on the market between £400- £900 per square foot aimed at different consumers including local markets.

Please include in your response:

1. A brief description of the examples (size, value, number and types of homes, delivery timescales) and their relevance to Cambridge Road

2. Details of:

- How you assessed demand for housing types and determined the most effective product types and mix
- Branding and marketing strategies, and how you delivered an effective marketing strategy
- Specific marketing strategies around local, owner occupier buyers
- How you maximised sales values and the rate of sales
- How you managed the sales process from a customer perspective

*Your response to this question should be no more than 2000 words*

#### **Q5 Funding & Treasury Management (20%)**

Please provide details of relevant experience of raising and managing development finance, including:

- Examples of your organisation's track record of directly funding (from your organisation's own resources) or raising and managing finance (including any working capital requirements)
- Evidence of the level of finance your organisation has been able to raise for previous schemes
- Evidence of current capability and capacity to manage and raise finance to support the development project that has an estimated cost of circa £200m (net of land assembly and financing costs) to deliver over the next 5-7 years.
- How treasury matters were managed effectively in the performance of those schemes.

*Your response to this question should be no more than 2000 words*

#### **Q6 Social Value (20%)**

Please provide details of your experience in delivering social value to communities as part of housing-led development, including:

- Incorporating training and skills opportunities
- Opportunities for local supply chains to benefit from development
- The impacts and benefits of social value initiatives that you have delivered

*Your response to this question should be no more than 2000 words*