



# **SPIRE VIEW HOUSING ASSOCIATION SCHEME DEVELOPMENT POLICY**

## **POLICY AND PROCEDURE**

Scheme Development will principally be the responsibility of the Depute Director to progress with Management Committee approvals at key stages and approvals of design proposals.

Development programme priorities will be agreed by the full Management Committee and will take into account tenants views and staff and consultants recommendations.

The proposed development programme will be the subject of submissions to Glasgow City Council Development and Regeneration Services through the annual Development Funding Plan.

Grant procedures will be followed with submissions on the appropriate grant application and reporting forms as required depending on the agreed funding route for a project.

This policy is developed in relation to typically traditionally procured projects. However the principles would also be applied in other forms of procurement and in line with the Association's procurement policy and procedure

### **1. Identification and Notification of Projects**

1.1 Projects will be identified in line with the Association's overall aims and will be agreed by Committee after taking into account local needs, tenant priorities, structural conditions and staff and consultants (where appropriate) recommendations as well as priorities identified within the Strategic Housing Investment Plan and Local Housing Strategy.

Examples of schemes:

- Properties to be improved
- New build requirements
- Stock Acquisition
- Special needs provision

1.2 Consultants will be appointed in line with the Association's procurement policy to carry out a feasibility study of the project identified, if required, which will include a determination of outline costs.

- 1.3 Projects identified will be registered with Glasgow City Council Development & Regeneration Services where they are the funding body, or other organisations where alternative funding may be available.
- 1.4 A Development Funding Plan will be submitted annually to Glasgow City Council Development & Regeneration Services and will include application for funding of projects within the Association's agreed development programme.
- 1.5 Preparation of the Development Funding Plan (DFP) will be the responsibility of the Depute Director with input from other senior staff where required. The DFP will be approved by the full Management Committee prior to submission.

## **2. Development of Design**

- 2.1 Identified projects will be developed by the appointment of a design team in line with the Association's procurement policy and procedures.
- 2.2 Appointed Consultants will be provided with a comprehensive design brief detailing the Association's requirements for a project. The preparation of the design brief is the responsibility of the Depute Director but is subject to approval by the Management Committee prior to issue.

The design brief will take into account all the requirements the finished project will be expected to meet.

- 2.3 The design will be developed principally by the appointed design team through design team meetings. Approval of proposals will be required from the Management Committee who will be provided with options and advice on issues to enable all key decisions to be made on the overall design in order to reach the detailed design stage with probable costs.
- 2.4 The make-up of Consultants on the design team will reflect the requirements of the contract with required disciplines being employed.

## **3. Selection and Appointment of Consultants**

### **3.1 Consultant Selection**

Consultant selection will normally begin once a programme and budget has been agreed with funders or incorporated within the Association's own budget.

It will be the responsibility of the Depute Director to develop a project brief and to advertise this brief in line with the Association's Procurement Policy.

All returned prequalifying bids will be scored and marked by appropriate staff and a tender list agreed for recommendation to the Management Committee for interview. The number of Consultants on this list will be dependent on the quality of returns and any relevant guidance to be considered.

Where PCS or OJEU rules are not applicable, it will be the responsibility of the Depute Director to develop a list of Consultants based on:

Experience of similar projects;

Professional reputation and quality of work, performance record and overall competence;

Size, resources technical and organisational ability including qualifications of staff;

Ability to work as part of a team and to communicate with other consultants;

Financial stability and appropriate insurance cover;

Managerial competence and quality criteria;

Health and safety management and policy;

Equal opportunities

Ability to innovate.

3.2 The list of Consultants will be invited to provide outline information on their practice, together with detailed experience of the type of development proposed by The Association. References should be sought at this stage from other Associations/Co-operatives through the use of a standard Consultant Assessment Form.

3.3 The Appointment Panel

The Co-operative recognises that a formally selected appointment panel is in the best interests of consistency and transparency and is essential to establish the audit trail.

At the outset of the process the Management Committee shall appoint an appointment panel who will progress the appointments.

The appointment panel will generally consist of 3 Committee members with full voting rights. For some appointments more members may be appropriate.

The Depute Director will be responsible for providing appropriate advice, information and recommendations.

3.4 It will be the collective responsibility of the Appointment Panel to select the appropriate number of Consultants for interview based on recommendations from the Director/Depute Director. Those Consultants who were not considered for interview will be graded in order to provide a reserve should any of the selected interviewees fail to accept an interview invitation.

3.5 If not already provided through the PQQ process, interview candidates will be supplied with the following information and invited to interview:-

- Project Brief
- Anticipated project budget
- Anticipated Service Requirements

The Consultants will be asked to provide:-

- ❑ Equal Opportunities Policy
- ❑ Health & Safety Policy
- ❑ Professional Indemnity Insurances
- ❑ References for previous work of a similar nature

Failure to provide any of the above information will result in a withdrawal of the invitation to interview.

### 3.6 Consultant Appointments

The basis for the Consultant appointment will be on the basis of balancing quality and price. Quality will be assessed at interview by the Appointment Panel and The Consultant will be required to provide a fee proposal for the project at the interview.

### 3.7 Establishing The Quality/Price Ratio

The appointment panel will establish the quality/price ratio that is appropriate to the complexity of the project at the outset. Examples of possible ratios are provided in the guidance. Details of the reasons for the decisions taken will be recorded and kept in the prime documents file for the audit trail. When the quality/price ratio is established, the project specific quality requirements will be set. These requirements require to be weighted in order that key aspects are addressed.

An objective rating system for assessment of quality will be established and adhered to for all stages of the selection process. The awarded mark will be calculated by the application of the appropriate weighting.

If appropriate to the project, a quality threshold will be established. Should a company fail to meet the minimum quality requirements set, they will not be considered further. The final quality scores will be totalled, dated and signed by the tender board.

### 3.8 Price Assessment

The appointment panel will have no knowledge of the commercial terms when assessing and finalising quality ratings. Consultants will be required to provide proposed fee costs in a separate sealed, marked envelope at the end of interview. These submitted costs will be recorded in the tender book following agreed procedures. The costs will also be recorded on the scoring sheet in use detailing quality/price scores.

Details of the level and nature of service required will be provided to all invited for interview in order that all are pricing in a comparative way.

The quality/price ratio will be applied to the price in order that it can be added to the quality score to establish the overall score.

The mechanism for evaluating the price is detailed in the guidance.

3.9 Appointments will be made in writing and will be in accordance with the standard forms of appointment for the appropriate professional bodies with any required amendments.

#### 3.10 Notification Of Award And Debriefing

The firm achieving the highest overall score taking into account quality and price will be appointed.

The firm to be appointed will be advised first to ensure that the selected team is still available.

Firms who have not been appointed will be offered a debriefing by the tender board who will arrange a written or verbal debriefing as soon as possible after the decision has been made.

Where appropriate, the Depute Director will be responsible for publishing a Contract Award Notice.

### **4. Progressing to Site Start**

4.1 The submissions, applications and reports to Glasgow City Council Development & Regeneration Services (DRS) required at key stages throughout the development process in order that contracts progress to site start, is dependant on the funding route agreed with DRS.

Such applications and reports will be the responsibility of the Depute Director.

The Association will follow the scheme development procedure with applications and reports being submitted to DRS for appraisal as required dependant on the level of streamlining or otherwise agreed.

4.2 When design proposals have been sufficiently developed together with indicative costs and agreed by the Management Committee a scheme proposal submission to DRS will be made.

The response will be reported to the Management Committee together with any recommended action. When agreed, the project will progress to tender stage. Cognisance should be taken of project value and therefore the procurement rules to be followed per the Association's Procurement Policy.

4.3 The Association will ensure, as far as possible, that the proposals agreed at the stage prior to going to tender is the finalised project in order to minimise changes to the contract at a later date.

4.4 Following agreement of the cost plan, the tender documentation will be prepared and issued to contractors for pricing in line with the Association's procurement policy and procedure.

4.5 Following the tender return, in line with Association policy and procedure on tender returns, the documentation will be checked and will be the subject of a report to the Management Committee and thereafter to DRS.

The Association will not be bound to accept the lowest or any tender, but will consider returns as appropriate but will bear in mind restraints placed on costs in line with the overall scheme agreement in place.

Where savings are required a report with recommendations for action will be submitted by the

Depute Director to the Management Committee. Consultants will be required to provide information and advice for such reports.

When agreed by the Management Committee and DRS if required, the contract will be let through the appropriate Form of Contract taking due cognisance of, and ensuring compliance with all legal requirements, including publication of Contract Award Notice in PCS or OJEU (if applicable).

4.6 When the contract is let and site start achieved policy and procedures on contract management will then be followed.

#### 5. Other Relevant Guidance

The Association will comply with all other relevant statutory and legal requirements as appropriate.

#### 6. Audit Trails

The Depute Director will ensure that a prime documents file which will be available for inspection by DRS, is maintained for each project containing the following information as appropriate:

- Site valuation and details of purchase transaction
- Details of tendering/selection procedures for the appointment of contractors and consultants;
- Consultants letters of appointments;
- Grant calculation at tender stage;
- Tender report and building contract;
- All statutory and other permissions required for the project;
- Any revenue funding agreements;
- Private Finance Agreement;
- Certificate of Practical Completion;
- Third Party Documentation where applicable;
- Relevant minutes of meetings.

A file on the record of payments in respect of a project will also be maintained and available for inspection.

**THIS ASSOCIATION POLICY AND PROCEDURE SHOULD BE READ AND APPLIED IN CONJUNCTION WITH ALL OTHER RELEVANT POLICIES AND PROCEDURES RELATING TO THE DEVELOPMENT PROCESS.**