

Client briefing

Agreeing a procurement strategy

New development and urban regeneration can offer the potential to improve the quality and economic performance of existing places, create successful new places with their own distinctive identity – and help people live and work in a more environmentally sustainable way.

This client briefing offers supplementary guidance to CABE's *Creating successful masterplans* client guide. It outlines how important a long-term procurement strategy is for delivering high quality development. It sets out how to establish a clear, structured process and how a strong, informed client can achieve this. The briefing should be read in conjunction with a partner briefing, *Selecting design and development partners*.



Agreeing a procurement strategy is structured as follows:

1. The framework for decision making

- roles and responsibilities
- skills and capacity
- policy framework
- leadership and governance.

2. Establishing and achieving objectives

- setting and communicating the vision
- the project plan
- monitoring progress.

3. Choice of procurement route

- defining the local authority role
- understanding the options
- mechanisms for promoting design quality
- entering into partnership arrangements.

4. Developer panels

- why a developer panel process?
- procuring panels
- evaluating panels.

For guidance on structuring the next stage of the procurement process, please refer to the CABE briefing, *Selection processes to procure design and development partners*

A variety of different studies show the long-term contribution of well-designed buildings and spaces to achieving wider social and economic goals¹. Less well documented, however, is the role of a design-led approach in structuring the procurement process for achieving wider objectives. The process of procurement – the method by which suppliers of goods, works and services are selected – has a major influence on the nature and quality of what gets supplied.

The CABE publication *Design review* outlines good

practice in relationship to procurement of design consultants, while *Creating excellent buildings* comprehensively explores the issues for both public and private sector partners in conceiving, designing and delivering a single building². These guides focus on OJEU requirements as a basis for procurement decisions.

This briefing adds to that body of good practice but focuses on specific advice on procurement strategies for development programmes and major areas of change, outlining some of the considerations over the wider scale and longer timeframe.



Bourbon Lane, White City © Morley von Steinberg and Cartwright Pickard Architects

Octavia ran a design competition as part of an Anglo-French affordable housing initiative, run in the UK by CABE. Joint British and French design teams were selected for affordable housing projects in London and Paris. This scheme, for 78 flats at White City, designed by Cartwright Pickard Architects and B+C Architectes has received a Building for Life standard in 2008

¹ See CABE, *The value of good design* (2002); CABE Space, *The value of public space* (2004).

² A discussion of procurement with particular reference to specific building projects is included in CABE's *Creating excellent buildings: a guide for clients*, pp85-91, and in more detail in the OGC's *Achieving excellence guide 3 - project procurement lifecycle*, both of which can be downloaded from www.cabe.org.uk/publications; tinyurl.com/5r94o5

1. The framework for decision making

A balance needs to be struck between the leadership and management role played by local authorities via officers and members, and the professional skills and knowledge they may have to buy in from elsewhere. A procurement strategy is about establishing and managing that balance.

Roles and responsibilities

Departments responsible for procurement must primarily have a **focus on achieving high-quality places**. Much of the detailed advice on procurement from the Office of Government Commerce (OGC) describes the process in terms of acquiring assets or services that must provide value for money. Local authorities, however, have responsibilities towards communities that will experience the impact of built development, far beyond their monetary value.

Responsibilities need to be agreed at an early stage, together with the means to communicate effectively with all stakeholders. It is likely that responsibility will change over time between individuals and organisations and the strategy should acknowledge and support this to achieve the vision and objectives, establishing structures as appropriate. A single point of contact is best – preferably the project manager – to communicate with prospective partners and other stakeholders.

Skills and capacity

An authority should assess at an early stage whether it has, or can acquire, the skills and capacity to manage a change process well. Its ability to act as

partner or enabler will affect the choice of procurement route, so it is useful to list what skills may be needed, identify who can provide them, and ensure that if key individuals leave, their skills can be replaced or brought in.

A key area is **urban design expertise** – dealing with placemaking, the open space between buildings, routes and links, massing and distribution of urban functions. Socio-economic planning experience is important for significant programmes of change. When detailed plans are being developed, architectural expertise focused in more detail on the relationship of building forms to places and functions can also be important. It may be necessary to review in-house skills, seek specialised training or external support.

As well as keeping a focus on a project's overall outcomes, the local authority will need to consider its ability to commit resources to project management and how design will become – and remain – integral to the process. It will also need to ensure that stakeholder consultation takes place at appropriate points and that sufficient capacity is built among stakeholders to allow active and meaningful participation.

Policy framework

Officers can exert influence on a development process by involving developers early on in pre-application discussions, or by enabling development through infrastructure provision and land assembly, but it is through the planning policy framework that the broader structures for delivering quality are set. It is vital to ensure that this supports the wider

development vision and objectives and is complemented by the chosen procurement strategy.

Before deciding on a strategy, an authority should **review the planning status of the area of change** and decide where gaps may exist in the overall framework. It should ensure that area plans and planning structures, such as requirements for density or planning gain, will steer development appropriately, as tested against the overall vision. It may be necessary to develop new design guidelines for the type of area to be developed, for example, or to add to existing policies to strengthen their role in the development context.

Case study 1: Elephant & Castle, London Borough of Southwark

Development partners were sought for the Elephant & Castle project in Southwark. This involved 10 hectares of council-owned land, a £25 million single regeneration budget programme, a 1,200-home, system-built estate and a busy but run-down shopping centre and transport hub. The initial brief was general, making selection from the first round of procurement very difficult, prompting the local authority to consider a new approach.

The council concluded that a more formal planning framework was required to define its position, and that objectives would need to be supported by robust opinion testing. This led to a planning framework principles document, in parallel

with a decant programme and ongoing resident and stakeholder consultation. The framework was then adopted as supplementary planning guidance.

On this basis, the council competitively selected two RSL consortia and a panel of designers for the housing sites, with architects chosen for their track record of high quality design. A commercial developer was selected for the major retail site via the OJEU, based on an agreed legal framework and the adopted planning principles.

The first residential building, designed by dRMM (de Rijke Marsh Morgan Architects) and constructed and managed by Southern Housing Group was delivered as part of a housing strategy within the Elephant and Castle comprehensive development framework.

‘A procurement strategy is about establishing and managing a balance between leadership and professional skills’

Leadership and governance

To promote quality and effective development, authorities need to inspire officers, members and their development partners with enthusiasm for good design, establish confidence that this is achievable and in the long-term interests of all parties, and help make it possible to work towards good quality outcomes, as well as constrain poor quality interventions.

Strong governance is needed to monitor and manage the process. Where possible, there should be a **project or executive board** to sign off key stages, such as the brief and any gateways used. A senior officer should have responsibility for coordinating procurement and compliance. In addition, a group providing corporate cross-departmental representation from the planning, procurement, finance and legal teams should be established and meet frequently in the early stages.

It may also be helpful to identify a design champion – they may need specialised training but must have sufficient time, dedication and authority.

A Briefing on Leadership and governance will be available shortly for more information.



2. Establishing and achieving objectives

Be prepared. The vision and objectives must be agreed and communicated from an early stage. There are inherent risks in engaging with issues around design only as they emerge, as many decisions will have been made by then that may impact on quality. A sound choice at an early stage will help release creativity and achieve the ambitions for a project or area.

Procurement strategy and the spatial planning process

Procurement activities and design and planning activities should be related and mutually reinforcing, and should sit within an established spatial planning framework. The change process set out in a procurement strategy runs alongside, not before or after, the design, development and site planning process.

Setting and communicating the vision

Detailed plans and decision-making should be set in the context of a wider, shared vision, owned and regularly reviewed and shared by the project board with new players. It might be expressed as a corporate vision, a set of objectives around a particular programme of development, or as a specific spatial framework for a defined area.

It is important that all stakeholders have a shared understanding of the vision for the project and the importance of ensuring quality design as part of the way to realise the vision. From an early stage, they should express an agreed commitment to meeting the current and future needs of all users of a place, building or

Planning and design activities

- Establish vision and planning framework
- Establish stakeholder and resident consultation structures
- Agree development site or area, interventions and project outcomes
- Employ soft market testing to communicate aspirations for the project
- Initial design ideas or design guidelines
- Produce a financial model to test scheme viability.

Procurement activities

- Draft procurement strategy
- Agree procurement strategy
- Prepare initial prospectus / issue pre-qualification questionnaire (PQQ)
- Prepare and agree assessment criteria and weightings
- Shortlisting on basis of PQQ
- Detailed brief and submission requirements
- Shortlisting, interviewing and selection.

Appointment of team/let contract

space, or to meeting sustainable development principles, as appropriate. The group can also perform a number of roles that may be required in particular situations, such as taking responsibility for reviewing the investment vehicle options, and recommending preferred options to the executive board.

In agreeing and pursuing a vision, stakeholders should not only address what type of development is desired, but also what type of organisation it is seeking to attract. Procurement is not so much about arriving at a design solution as about finding an appropriate partner with whom a positive working relationship will be possible.

The project plan

A clear plan or strategy for procurement should be prepared early on. This should establish necessary actions that need to be undertaken throughout the process; who is responsible for each action; and what deadlines need to be met. It will involve progressive resolution of a number of details and the individuals from different departments represented on the project group may be suited to dealing with many of these. The issues will vary depending on the scale and type of project but the plan could involve:

- creating a strategic model of how to package developments in order to undertake an options appraisal; how to split neighbourhoods; what deal to offer to developers; and whether a designer panel should also be involved
- identifying the various roles that will be needed to implement the process and defining the appropriate type of skills for each
- deciding on a preferred investment model
- assessing the impact of options and timetable on EU procurement compliance and other mandatory requirements
- identifying what kind of developer is desired
- setting the design standards required
- setting criteria for the selection of a developer partner and what the balance should be between best value/cost issues and design quality

- deciding who will provide advice on sales value, who will do soft market testing and the effect on business planning
- clarifying the role of stakeholders in procurement, such as the role of board and community stakeholders; the composition of developer selection interview panels; and which individuals will take part
- clarifying the priorities of any other 'client' bodies involved with associated developments or which are likely to become involved during the course of development
- deciding when and how to involve authority members.

Monitoring and evaluating progress

It is important to monitor and evaluate progress against the vision and the project plan continually. Decisions about procurement need to be tested against the achievement of the overall objectives. One of the elements that should form part of the project plan is deciding on monitoring processes – for example, whether and when to use gateways. These should incorporate ways to measure design quality (such as the design quality indicator DQI) and any other important key performance indicators (KPIs) or other criteria essential to the client, funder or other stakeholder.

Monitoring using OGC Gateways

The Office of Government Commerce (OGC) provides a framework and rationale for monitoring and evaluation at six key decision points, or 'gateways'.

Its distinction between 'programmes' and 'projects' can be helpful for clients in considering how to put together a procurement strategy. Programmes are the structures put in place to achieve a strategic vision or set of policy objectives, while projects have more definitive timescales, budgets, outputs and development paths. Programmes contain individual projects and seek to deliver those in a co-ordinated sequence that achieves an optimum overall balance of cost, benefit and risk.

For more information, see tinyurl.com/cjnm6s

3. Choice of procurement route

This needs to be selected to take into account a variety of factors, such as the development and planning context, the scale of change, land ownership, funding, and the capacity for project management.

The public sector often leads on robust and informed masterplanning prior to engaging in procurement of delivery partners, thereby retaining control of the overall vision and standards. The private sector, however, has a major role to play, not only where public ownership of land or funding is absent, but also in leading on the development of realistic and deliverable proposals. A balance therefore needs to be struck in a procurement strategy between public and private sector leadership. Responsibilities and clarity on vision and decision making can help inform that balance.

Defining the local authority role

This will vary depending on the degree to which a local authority is in a position to act as an 'enabler' or a 'partner'. Land ownership, partnering arrangements and developer agreements or other formal contracts establish different sets of relationships between organisations in different scenarios and imply different strategic approaches to procurement.

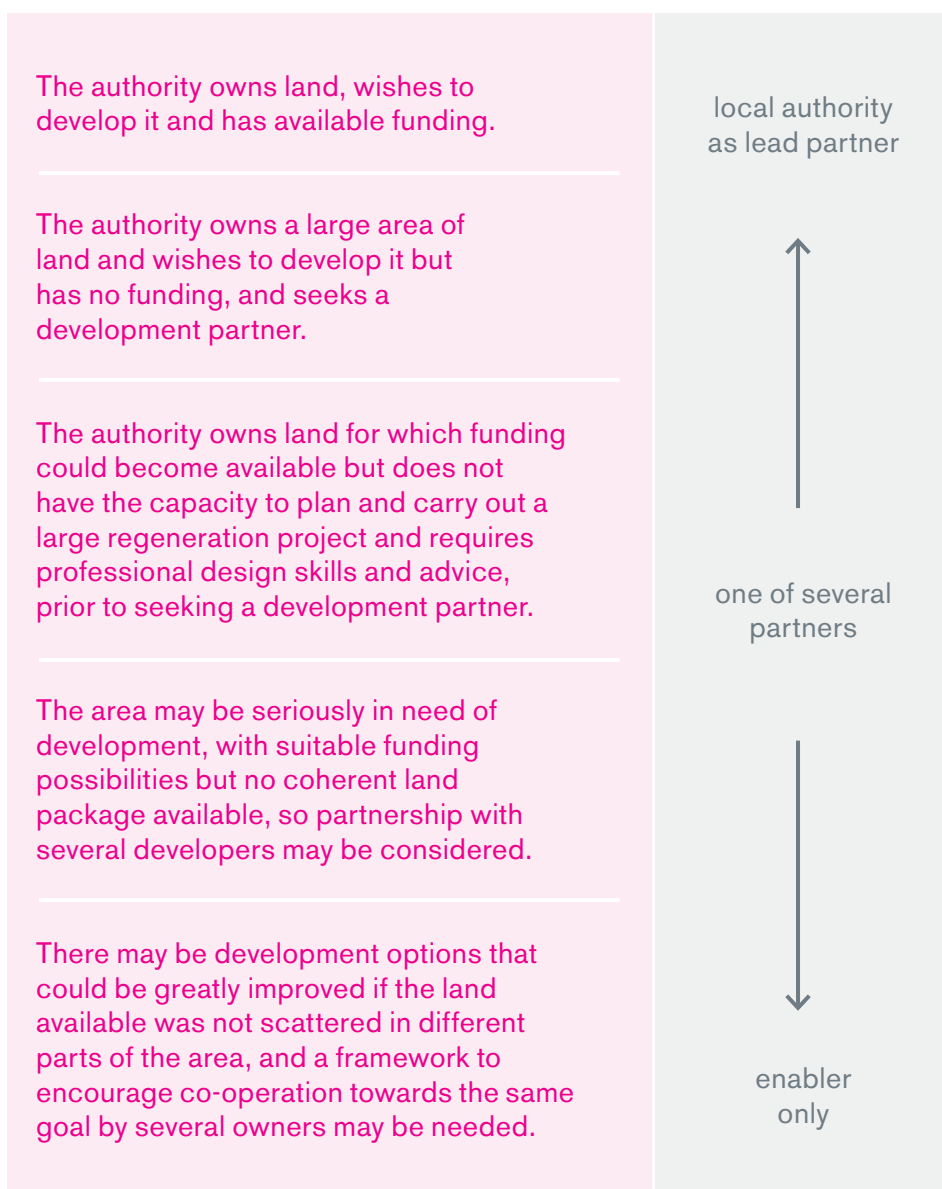
The options open to an authority in terms of a procurement route will depend on its ability to act as a partner and to lead the process. If, through exploring the framework for decision making, it establishes that it does not have the in-house skills to do this, or

where sites are in the ownership of a developer or private organisation, it must generally seek to influence how sites are developed through existing planning instruments and discussions.

During a large-scale, long-term project in which a local authority or public agency owns all or much of the land to be developed, several different tools or processes can be

put into operation. The authority becomes an active development 'partner' in the process as client or stakeholder representative, and officers have considerable power to influence design quality. An active local authority partner can and should influence responsibility for masterplanning, appointment of design consultants and disposal of sites.

Example scenarios:



Understanding the options

Assessing the development context, together with taking a realistic view of an authority's skills and capacity to lead the process gives rise to numerous possible scenarios in selecting a partner. It is possible, for example, to procure the following:

- a **consultant** to help put in place parameters against which future applications can be tested, or to guide the direction for future development. This tends to happen where a local authority has control of some or most of the land but does not have the funding or resources to play a full 'partner' role. It merely seeks to put in place requirements, often through a development brief, prior either to disposing of the site or entering into discussions around how it should be developed.
- a **consultant team** to create a detailed masterplan, which will then form the brief for the selection of a developer partner and, potentially, a detailed policy framework against which future proposals can be measured. This is often used where the local authority is in a position of control, of both land and funding, and prepared to take a firm lead in how it is developed.
- a **developer partner** for a site, who will then set in motion and lead a masterplanning process. A local authority may seek to put in place a strategic framework for development prior to selecting a partner to whom it will then devolve responsibility for masterplanning. The ongoing relationship with the local authority tends to be set via a development agreement, but



After taking control of the land in 2000, London Development Agency led on the planning and delivery of a new mixed use urban quarter at Royal Arsenal in this part of the Thames Gateway. Delivered by the preferred developer Berkeley Homes, the design quality of the first phase has been recognised through a Building for Life award in 2008

the authority should remain an active and demanding partner.

- a **lead developer** partner, who again will lead a masterplanning process but with the condition that other developers are involved in the implementation of the framework or masterplan (often through future masterplanning commissions for parts of a wider site). The development agreement will include details on the terms under which further development partners may be procured and the constraints to the lead partner's development activities.
- a **developer panel** to implement different parts of a large scheme or programme of change. See section four, below.

Mechanisms for promoting design quality

A client should consider what other tools and mechanisms can support creative thinking, good responses through the tender process and the eventual delivery of high quality places. Some options to consider:

A design and development competition can be a good way of generating ideas. This requires funding from the public sector body, and would usually be used where there is particular justification for an exemplar scheme. Ideally, a landowner or development partner would actively participate in the running of the competition and delivery of the winning scheme.

Seminars or workshops to introduce a project or the detailed criteria bidders must respond to are a good way of communicating a project's aspirations, or to explore options for procurement, land assembly and spatial planning. They can also help ensure the vision and key issues are clear to all stakeholders, as well as being an opportunity to promote design quality and demonstrate to potential tenderers the standards to be achieved.

Standards such as Building for Life, Housing Quality Indicators (HQI), Lifetime Homes, Secured by Design and the Code for Sustainable Homes provide clear, objective targets for bidders. An authority should satisfy itself that it is clear on the implications of asking for particular combinations of standards to be met, both in design and financial terms. Most are difficult to measure for a proposal submitted through a competitive process as they depend on detailed information on building construction and performance that will not be apparent at this stage. Building for Life, however, is structured in such a way that it can be used to evaluate design proposals and is therefore useful in competitive processes.

An impression of likely adherence to Lifetime Homes can be judged by requiring bidders to submit detailed unit layouts and floor plans. Similarly, compliance with Secured by Design can

Asking for preferred schemes to be reviewed by CABE or a relevant regional design review panel can demonstrate the client's commitment to a quality design outcome for a scheme and can provide valuable independent design advice

be tested through informal analysis of, say, likely surveillance to routes and public spaces. Adherence to other standards will depend on the detailed design stage and on negotiation and resolution of the scheme, but it can be useful to refer back to a bidder's commitment to meet a given standard in their tender.

Detailed **design guidance** and **design codes**, as well as detailed masterplans and site briefs, can help improve the quality and value of residential development in particular. They differ mainly in levels of prescriptiveness and in planning status, and should be considered as part of an overall procurement strategy in terms of how much control an authority is able to exert over the process.

Design review is utilised when a preferred scheme has reached an appropriate stage for critique and peer review. A stated commitment to reviewing the successful scheme that emerges from a procurement process can help in demonstrating a client's aspirations for design quality, as

well as its intention to consult key local, regional and/or national partners on design proposals for that scheme.

Design panels or 'design consultants' panels' – not to be confused with design review panels – are a useful resource employed by some authorities and agencies. Similar to developer panels, they entail procuring design consultants to framework agreements and then running restricted competitive processes between them for individual commissions. They can support local authorities in considering design quality, or they can be made available as a 'select list' to development partners. Parallel developer and design panels can be a useful way of building meaningful partnerships and working arrangements. (See section four, below.) However, many of the potential drawbacks to developer panels – the possible restriction of competition and the need to refresh regularly, for example – also apply to design consultants' panels.



**Case study 2:
Unity Square, Ilford
London Borough of Redbridge**



Unity Square, Ilford © Levitt Bernstein Associates Ltd

The redevelopment of Unity Square is aimed at delivering much-needed housing, leisure, retail and community facilities, strengthening the offer of Ilford town centre and radically improving the local environment, including the redevelopment of the existing Kenneth More Theatre. CABE enabling activities focused on giving input to the procurement process towards the end of 2006, leading to appointment of a preferred developer partner in June 2007.

The enabler supported the local authority on the urban design and architectural aspects of the competitive dialogue and on methods of procuring excellent cultural facilities. CABE advised

Redbridge to employ someone with appropriate expertise to support them in setting the client requirements in the development agreement and assessing the emerging design through planning and more detailed stages. This culminated in CABE supporting Redbridge in the preparation of a brief for a client design advisor for the theatre.

This experience shows the need to consider design and the requirements of specific facilities and users as an integral part of the procurement process. In so doing, Redbridge has been able to address design matters and mitigate some issues of risk through the development agreement itself.

Entering into partnership arrangements

In major development projects there will be many and varied agreements and contracts linking the authority, developers, contractors and consultants. Risk is apportioned and managed by those contracts made between participants. The terms are defined through development agreements.

Agreements can be formalised into particular partnership arrangements through a procurement process and, if so, the process should be structured to allow for it. *Urban design compendium 2* outlines several arrangements that also have varying implications in terms of the amount of control and influence the public authority can have:

- joint venture partnerships
- partnering
- disposal of site with conditions.

Many authorities also now enter into a phase of competitive dialogue between selecting a preferred partner or several shortlisted partners and making a final appointment for a site or sites. This allows time for negotiation and, in terms of design quality, making improvements to the scheme submitted before the development agreement is signed. On negotiation, however, it can in some circumstances also weaken the authority's position and allow the bidder to control the process, particularly if competitive dialogue is proceeding with a single party.

Competitive dialogue can be a useful tool for structuring negotiation with the private sector, but an authority must

still have a clear vision for a development, rather than allow a design solution to 'evolve' through the negotiation process. This is not a good way to deliver high quality development and usually results in proposals driven by financial considerations.

The reason often given for the choice of this, or any, procurement route is that it reduces risk, usually by passing at least some of it on to others. But risk should be borne by those best able to handle it, and often this may well be the authority itself, particularly in a long-term project involving many uncertainties. Transferring risk also involves costs, which can be considerable since those assuming the risk will require to be compensated for carrying it.

Using planning performance agreements

A planning performance agreement (PPA) is a framework agreed between a local authority and a planning applicant for the management of development proposals within the planning process.

They aim to improve the quality of the decision making process via a collaborative project management approach and are particularly useful for large, complex developments which require different procedures from normal practice. The use of PPAs can ensure greater certainty and transparency during planning application and decision making processes.

The Advisory Team for Large Scale Applications (ATLAS) has issued guidance on preparing PPAs. They suggest that the PPA process consists of a staged process which includes:

- 1 **Screening:** determining if a PPA is appropriate
- 2 **Selection:** appreciation and review of: vision and objectives, procedural arrangements, review of policy position, review of evidence base, community engagement strategy, member involvement, third-party involvement and a review of resources.
- 3 **Formalisation:** confirmation and endorsement of: vision and objectives, decision making framework, key issues and tasks and the project programme.
- 4 **Implementation:** delivering the PPA and addressing the key issues and tasks

For more information, see tinyurl.com/cdx86f

4. Developer panels

Methods of making procurement more efficient and timely are well worth exploring for change on a significant scale, provided that quality outcomes are the key driver. One way of doing this is by procuring developers to panels or frameworks.

Developer panels comprise pre-selected lists of development partners, bound to the client organisation by a framework contract. Two competitive processes are generally involved: one to be part of the panel, the second, a restricted and streamlined process for a given site/project. Entry to the panel and the process for procuring a partner for a given development site, however, may be one and the same thing. Alternatively, the procurement process for the panel may be used to select preferred lead partners across wider areas, with individual sites within those areas subject to future competitive processes.

As with other methods of procurement, key considerations are:

- quality of briefing materials
- evaluation and selection processes
- skills of the individuals and team managing the process
- access to design advice and specific design skills for evaluating proposals

Why a developer panel process?

Potential advantages for the public sector of procuring developer partners through a panel include:

- avoiding lengthy procurement processes for every site when a number of sites are expected to come forward for development
- packaging sites together enables those of higher value to be marketed with lower value sites and may contribute to securing better returns for the latter
- involving developers in negotiations at an early stage can speed up the application process later
- creating a longer-term relationship or partnership between public sector authority and developer can add to certainty on both sides
- it is possible to prescribe how developers operating on the panel procure design services, particularly if a design consultants' panel also exists
- ultimately, if used constructively in conjunction with spatial frameworks, masterplans, design codes and design guides, the panel can help deliver better quality design.

In deciding on whether a panel approach is appropriate, these need to be weighed against several potential drawbacks:

- land ownership – appointing a panel for sites owned by other developers can create problems later, as there is no guarantee of the developer who owns the land being chosen, or even participating in the process.
- who leads the masterplanning process? Panel approaches usually mean that a

preferred development partner for a given site or project is responsible for masterplanning. This can be an advantage, particularly if an authority does not have the resource to manage that process, but it does potentially mean that the authority loses control, and must fall back on planning instruments to enforce quality standards.

If the authority owned the land in question, this approach may be seen as a missed opportunity to lead on setting an exemplary standard. The key issue is the status and extent of existing spatial planning work for the sites in question: preparation of a procurement strategy should draw out the extent to which the authority is willing and able to lead the process, and whether a panel approach is therefore appropriate.

- inflexibility over time – many factors, including market conditions, regeneration or funding context and the nature of the organisations involved, can change between appointment to the panel and the stages for allocating, planning and delivering a given site.
- exclusiveness – some organisations may not have been in a position to bid when the panel was procured, but would have participated had the process been conducted at another time. Structures for regularly reviewing and refreshing the panel can help mitigate this, but the resources involved in administering them tend to diminish some



nima and public square, Middlesbrough © David Millington Photography Ltd

The proposal for a new art gallery and town square in the civic quarter of Middlesbrough was brought to CABE's Design review panel in 2003 at an early stage of design development.

of the advantages of having a panel in the first place.

- a potential lack of competitiveness – developers may put forward proposals that don't match client aspirations, particularly if market conditions change substantially. A panel approach can reduce options in this respect, depending on the methods by which competitive processes for sites are run.
- participation – the panel could become dominated by one or two organisations winning all commissions. Again, regularly refreshing membership should reduce this problem. Panel members may be spread across different sub-panels, usually according to the scale

of development sites, to ensure that no one party becomes too dominant. This involves including a large number of developers in total on the panels and can entail further problems by reducing the field for each site.

For the private sector, a major advantage of being part of a panel is that, by pre-qualifying to a select list, they stand a better chance of becoming the preferred partner on a future site. Creating meaningful partnerships with the public sector is also a good way to secure future commissions. However, entering into the process to become a panel member can be a lengthy and costly exercise, can dissuade many from participating, and, if it does not lead to a direct commission, it can be hard to justify.

Case study 3: Sheffield developer panel and developer manual

Sheffield City Council followed the OJEU process to establish a developer panel to develop and deliver a range of sites across the city. Developers were selected on technical ability, quality systems, policies and procedures, including training and employment, and their financial standing.

Three panels have been set up, reflecting different sizes of developments. A minimum of three, preferably four and a maximum of eight developers now sit on each panel, but a developer may not join more than one. In total, Sheffield has selected 16 developer and RSL partners. Once established, the panel members compete for each site against a market brief, which may include design, regeneration and other considerations as well as tenure type and mix.

The site disposal strategy categorises the development sites according to the outcomes required, and establishes a cost/quality evaluation weighting for the competition, ranging from demonstration projects to benchmark schemes. Competition requirements for each site are grouped into seven sections that include:

Planning and design

excellence: Layouts and architectural concepts are required, along with proposals for design teams and an explanation of how local character will be created.



Sheaf Square, Sheffield © David Millington Photography Ltd

Housing: Specific requirements are stipulated in the market brief and developers are also asked to explain how they will deliver the required affordable housing.

Environmental sustainability: As well as achieving the required environmental standards, developers are asked for their proposals to support more sustainable lifestyles.

Regeneration, sustainable communities: The involvement of local communities is important and proposals for social enterprise and neighbourhood anagement are often required.

Finance and delivery: A detailed financial breakdown is required, as well as details of the development team and the planned timetable.

To regulate and streamline the process for each site and brief coming forward in the housing market renewal programme, Sheffield has compiled a developer manual to make clear the design quality standards

Sheffield City Council's commitment to quality in the built environment is demonstrated by recent public realm projects such as the Peace Gardens, the Millennium Galleries and Sheaf Square

and best practice required for all sites. The manual is a 'live' document that acts as a record of best and evolving practice. The process of drafting the document itself created a discussion forum among officers, allowing them to test and share ideas.

As well as using local requirements for developing better practice, the competition requirements for each site include the national standards used by English Partnerships in its procurement protocol. These include: Building for Life, Lifetime Homes, Secured by Design and the Code for Sustainable Homes. On any given site, the successful developer will be awarded the contract and enter into a development agreement with the council. Once developers begin work, the council will monitor and evaluate performance on individual sites, particularly as they relate to meeting design quality and energy efficiency standards.

Procuring a developer panel

The briefing and selection process for a developer panel is not significantly different from that for a single site – it is still largely a two-stage process, albeit one that results in multiple commissions. Appointment to the panel and to individual sites must be based on a well structured selection process, in which design quality is afforded a high priority. Prior to embarking on the establishment of a panel, those asked to run the process should satisfy themselves that the legal and financial requirements of this procurement route will allow for proper consideration of the qualitative aspects of bids. Scoring and evaluation criteria need to be carefully structured to allow tenderers who have demonstrated a good design approach to be given due credit. Consideration should be given to minimum design thresholds for access to the panel. For further information, see the *CABE briefing paper, Selection processes to procure design and development partners*.

Since it involves more parties, it is a challenge of a different scale for the client, and usually requires some external advice and support. It also matters greatly, in terms of resourcing, whether the procurement process entails a 'live' development site or a case study only. If a procurement strategy sets out a process for appointing developers to a panel or panels, it needs to take into account from an early stage:

- the size and scope of the panel
- how sites will be allocated to the panel
- how design consultants work with developer partners.

Evaluation of multiple tenders during the bidding process will require design expertise to be available at key stages. In deciding on the procurement route, consideration must be given to how this is to be accessed – for example, by building up an in-house team, appointing consultants, or using external design advisors.

Evaluation of the panel

The terms of reference for the panel should build in scope for reviewing and refreshing it as necessary. It is useful both to review the panel from the perspective of the client and stakeholder group and from the experience of those operating within it. The developers on the panel and consultants working with them should be asked to comment on their experience of working in this way, and on any opportunities or constraints it has offered in terms of delivering high quality development projects.

Ultimately, the relationship between client organisation and panel member has to be a constructive partnership that works towards delivering best value and great places for the public.

This client briefing focuses on specific advice for briefs and for selection criteria for the procurement of design and development teams for large-scale development or regeneration projects. It is aimed at the public sector client but is also useful for those bidding for public or private sector led selection processes.

CABE
1 Kemble Street
London WC2B 4AN
T 020 7070 6700
F 020 7070 6777
E enquiries@cabe.org.uk
www.cabe.org.uk

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Creating successful masterplans: client briefing supplement

This briefing offers best practice guidance to supplement *Creating successful masterplans: a guide for clients*. It builds on CABE's experience of supporting public sector clients on major projects across the country. It is intended to offer practical advice to those tasked with delivering high quality housing growth and regeneration.

