

DELIVERY PARTNER PANEL 2 (DPP2)

Memorandum of Information (MOI)

27 March 2012



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1 Background Information

1.1 Introduction

The HCA is procuring a Developer Framework Agreement which will be known as Delivery Partner Panel 2 (DPP2). DPP2 will be divided into 4 geographical Lots and will be used to speed the development of housing on land owned by the HCA and other public sector bodies.

DPP2 will cover the procurement of housing-led development. That is development that is predominantly residential but may include other subsidiary uses, for example, commercial, retail, leisure or educational development. We intend to appoint Panel Members who are capable of undertaking development of housing, including the raising of finance, physical delivery of housing, sales and marketing of homes and payment of land value.

DPP2 is not intended for the procurement of purely commercial sites or commercially-led sites. The HCA is considering options for and viability of undertaking a separate procurement in accordance with the Public Contract Regulations within the next 6 – 9 months and may create a commercial development panel.

The Greater London Authority (GLA) will procure a similar, but separate panel that will cover London, while the HCA panel will cover the remainder of England.

Procurement of the HCA panel is being managed under OJEU Notice 2012/S 64-103639, to which you have responded, and is the subject of this MOI. The GLA panel is being managed under a separate OJEU notice to be issued on behalf of GLA by Transport for London (TfL). Initial enquiries will be dealt with by Paul Plummer at TfL: PaulPlummer@tfl.gov.uk

1.2 Delivery Partner Panel 2 (DPP2)

DPP2 will build on the work already done through the HCA's existing DPP, to provide a national resource to help speed up the delivery of housing on public sector land. The main aim of the panel is to make the procurement of a developer as quick and efficient as possible for both private sector Panel Members and public sector panel users.

DPP2 will enable the efficient procurement of a developer to deliver housing-led development on our own land or land owned by another public body.

In order to be selected to tender, companies will need to demonstrate either:

- that they have a sound and tangible track record of delivering housing (in particular on public sector land) and that they are actively doing so in the areas for which they are applying, **or**
- that they have directly transferable experience and resources and the ability to operate in the areas for which they are applying.

PQQ responses will be used to shortlist Applicants. The pre-qualification process has been designed to identify the most capable and active house builders with a viable and active interest in each of the geographical Lots covered by the panel. We have taken this approach to ensure we appoint developers who are currently, or are capable of, delivering in these specific areas, who understand the local conditions, have existing relationships with local partners and who can work within the current economic conditions.

Applications will be evaluated on house building activity undertaken in the area applied for over the last four years, along with an assessment of range of experience, quality of development and ability to address current issues affecting house building. Applications will also be accepted from companies with transferable experience, gained elsewhere, either geographically or on non public sector development works, as long as they can demonstrate this transferable experience.

Applicants appointed to DPP2 will be expected to cover all areas of activity required to develop housing, including, but not limited to, the raising of development finance, obtaining planning permission, supply chain management, design and construction of houses including the provision of affordable housing (in association with a registered provider), design and construction of buildings and infrastructure to support housing, sales and marketing of homes, aftercare and maintenance.

The panel will also be made available to a wide range of public sector bodies that may wish to undertake housing or housing-led development.

Applicants should state in Section 1.1 of the PQQ, which Lot(s) they are applying for. A separate application will be required for each Lot. All answers can be generic with the exception of section 2.4 – Technical Provision, which will need to be completed separately for each Lot applied for.

1.3 The Homes and Communities Agency

The purpose of the HCA is to deliver quality housing that people can afford and to contribute to economic growth by helping communities to realise their aspirations for prosperity. Above all, we are closely focused on what local communities and local authorities want for their areas and we will help them deliver this.

Our core business is to support local partners to achieve their objectives for housing and regeneration by:

- investing in new housing and the development and regeneration of communities
- providing expertise and technical support including access to DPP2
- utilising our own and other public sector land assets

During the current spending review period, we will invest over £8bn through our three main programmes: Affordable Homes, Decent Homes, and meeting commitments for land and regeneration. Taken together, our investments will make a significant contribution to economic growth.

In all our activities:

- we will put local authorities and communities in the lead. Our aim is to help them to deliver. DPP2 will be made available to Local Authorities and other public bodies to help them develop their land more efficiently.
- we will invest our funding and expertise, and use our land assets in a way that will have a significant and sustainable economic benefit or contribute to economic growth, and in particular where there are opportunities to use public investment to lever support from the private sector. DPP2 offers us means to work efficiently with the private sector.

We offer a package of investment programmes, assets and supporting expertise, aligned and tailored through local investment planning to meet the particular needs of each community:

- We invest in affordable housing through the new Affordable Rent model – one that gives long-term clarity and flexibility to providers and local authorities and at the same time provides better value for money for the taxpayer.
- We support local authorities delivering their ambitions for housing supply. We can provide expert help; for example, in assisting them to resolve complex planning challenges and making DPP2 available to them.
- We target our investments in physical assets that help deliver regeneration and/or economic growth.
- We invest to improve the quality of existing social housing and deliver better facilities for tenants.

We invest public money:

- only where necessary and where it represents good value for money.
- to attract more private sector investment than would otherwise be possible.
- to accelerate the release of our land to contribute to economic growth and housing objectives.

We will support work across Government to use land more efficiently. DPP2 will be made available to a wide range of public sector bodies to support this.

For more information visit homesandcommunities.co.uk

1.4 The HCA's Existing Delivery Partner Panel

DPP2 will follow on from the HCA's existing Delivery Partner Panel (DPP), which runs from January 2010 – January 2013 and is currently being used by the HCA to procure approximately 12,000 homes on 38 sites. The current DPP is also available to the HCA's partners and by March 2012, around 100 partners had signed up to use the panel. Partners are using the DPP to procure 12,000 homes on 73 sites.

Further information on the current DPP is available at our website at <http://www.homesandcommunities.co.uk/dpp>

and also on the flyer at

<http://www.homesandcommunities.co.uk/sites/default/files/hca-dpp-flyer.pdf>

2 Proposal

DPP2 will be a Framework Agreement or Panel that will be used to procure housing-led development. Panel Members will be expected to cover all areas of activity required to develop housing and a Schedule of Works is provided at Section 2.5.

The panel will be made available as a national resource and will be used outside of London by the HCA and other public sector bodies to speed up the procurement of developers to deliver housing.

It is anticipated that the panel may be used to procure up to £4 billion of housing and associated development, measured as Gross Development Value. We estimate this could be split across the Lots as detailed below. However, please note estimated values provided are based on the spread of usage of the current DPP, but usage of DPP2 may vary due to:

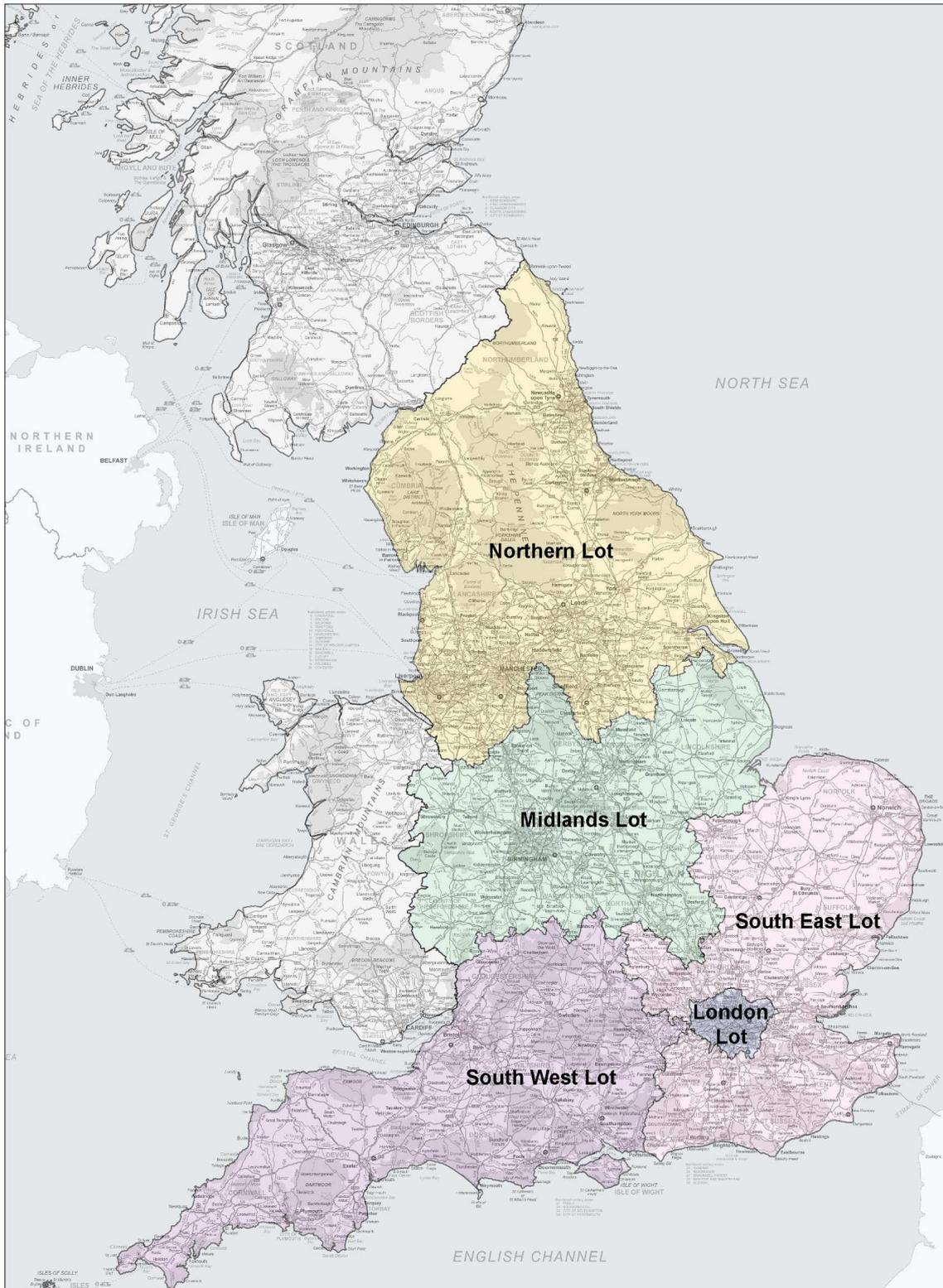
- broader range of public sector users
- the procurement of a separate London Panel
- changes to Lot boundaries and numbers
- changes affecting the market or government policy

The panel will be divided into 4 geographical Lots. The number of Applicants anticipated to be appointed to each Lot is also detailed below.

The number of Panel Members identified in each Lot is provisional and will be confirmed at the ITT stage. However, where the scoring between bidders at ITT stage is extremely close, the HCA reserves the right to include additional Panel Members where it would otherwise be unreasonable to exclude one or more bidders.

DPP2			
Lots	Geographical areas covered	Anticipated number of companies to be appointed	Estimated value
Northern Lot	North East, North West, Yorkshire and Humber	17 - 25	£1bn
Midlands Lot	East and West Midlands	17 - 25	£1.5bn
South East Lot	East, South (excluding London)	17 - 25	£1bn
South West Lot	South West	17 - 25	£0.5bn

DPP2 Lots Plan



2.1 Use of the Panel by the HCA

DPP2 will be a key tool for the delivery of the HCA housing-led developments and will include schemes procured by the HCA across the range of its land holdings and programmes.

The panel will be made available to a range of public sector partners as part of our enabling role. Importantly, it will be made more widely available to Central Government land owners as part of our supportive role in the wider public land agenda. (Partners able to use the panel are listed at Appendix A).

However, there will be circumstances where we envisage DPP2 will not be appropriate; these are as follows:

- For sites that do not need to comply with procurement legislation and can be treated as a disposal, we may choose not to use DPP2. However, for some of these disposals there will still be significant efficiency benefits or other good reasons for the use of DPP2 and we will make an assessment on a site by site basis.
- For very large sites, where the scale or complexity of the project justifies open market competition; this may be the case for sites of over 1,000 homes.
- Where the development value of the site falls below the OJEU threshold of (currently) £4.3m and local procurement of smaller developers may be more appropriate. However, for some of these sites there may still be significant efficiency benefits or other good reasons for use of DPP2 and we will make an assessment on a site by site basis.

2.2 Use of the Panel by other Public Sector Bodies

The panel will be made available to other public sector bodies as part of the HCA's enabling role. The organisations named as potential users of the panel are identified in Appendix A. Partners wishing to use DPP2 will firstly need to sign up to a Letter of Agreement with the HCA. The HCA will then provide that partner with access to a secure website that contains full information on how to use the panel. The HCA will also provide additional help, guidance and information to partners where this is required and where resources allow.

The Framework Agreement will cover all partners using the panel, but partners will be responsible for putting in place separate Project Stage contracts with any appointed Panel Members (See Section 2.4).

Partners using DPP2 will be responsible for all works they procure through the panel; the HCA will have no liability for works procured by partners. The HCA will not make use of the panel compulsory for partners.

2.3 Duration of the Panel

The panel will run for a period of 4 years. There will be no option to extend beyond this period.

The HCA expects the panel to commence in the first quarter of 2013. The current DPP expires in January 2013, but it is anticipated that this expiry date will be extended to cover the period until DPP2 commences. Once DPP2 has commenced, no new

procurements under the current DPP can be started, but those procurements that have already started may proceed under DPP.

It is likely that many of the projects procured through the panel will have long build-out durations and it is anticipated that some of these will take up to 10 years to complete.

2.4 Procurement of work through the Panel

Development works procured through the panel for specific sites will be subject to mini competition. Further details of the mini competition process will be provided at ITT stage.

Due to the anticipated number of members on each Lot, the HCA intends to operate a simple and efficient selection process at mini competition stage to identify Panel Members to tender for individual site opportunities.

Development works procured through the panel will be subject to a separate project specific or drawdown contract that will be put in place as part of the mini competition process. Once in place, this project contract will take precedence over the Framework Agreement. It is anticipated that the form of drawdown contract to be used for individual sites will be one of:

- HCA's Building Lease
- Development Agreement
- JCT Design and Build Contract

The HCA intends to use a simple e-procurement system to manage mini competitions procured through the panel. Further details of this will be made available at ITT stage.

The HCA also intends to collect a small number of KPIs relating to work procured through the panel, together with regular updates from Panel Members on opportunities offered and how these have progressed; again, further details will be made available at ITT stage.

2.5 Schedule of Works

DPP2 is intended to be used for the procurement and development of housing-led sites. This will include all activities necessary to construct housing and associated infrastructure, marketing and sales and transfer of freehold to eventual owners.

The draft Schedule of Works is detailed below:

Schedule of Works

The development of homes, to include all activities necessary to deliver completed homes, including but not limited to:

- raising of development finance
- obtaining planning permission
- supply chain management
- design and construction of housing

- provision of affordable housing (in association with a registered provider)
- design and construction of infrastructure to support housing
- sales and marketing of homes
- aftercare and maintenance

Specifically:

- Development and disposal of sites for residential use
- Development and disposal of mixed-use housing-led sites. Mixed-use elements could include, inter alia, community facilities, retail or commercial development ancillary to and in support of housing
- Refurbishment / retrofit of existing homes, residential buildings, empty homes and associated buildings
- Refurbishment, restoration, conversion of heritage or other buildings for residential use
- Demolition, site remediation and enabling works to prepare sites for residential or mixed-use development
- Design and construction of homes
- Development of Extracare accommodation
- Self-build enabling as part of a larger development
- Maintenance and site management

3 Procurement Process and Timetable

The Panel Members will be appointed through a restricted procedure comprising a two-stage process: responses to the Pre-Qualification Questionnaire (PQQ) and the Invitation to Tender (ITT).

Responses to the PQQ will be used to shortlist Applicants to be invited to tender. It is anticipated that between 30 and 40 Applicants per Lot will be invited to tender. Following assessment of the submissions received in response to the ITT, successful Applicants will be selected for a place on the panel.

The HCA will not enter into detailed discussion of the requirements of the panel at this stage. Any clarification questions regarding the procurement process must be submitted by email to the following address: DPP2info@hca.gsx.gov.uk no later than 12.00 noon on 24th April 2012. However, please note questions should be submitted as soon as possible and will be answered as soon as possible.

Applicants should specify whether they wish the clarification question to be considered as confidential between themselves and the HCA. The HCA will consider any such request and will either respond on a confidential basis or give the Applicant the right to withdraw the clarification question. If the Applicant does not elect to withdraw the question and the HCA considers the clarification question to be of material significance,

both the question and the response will be communicated, in a suitably anonymous form, to all prospective Applicants who have responded.

All responses received and any communication from Applicants will be treated in confidence.

The procurement stage dates following are provisional only and the HCA reserves the right to change these:

Procurement Stage	Indicative Date
Contract Notice published	27 th March 2012
Deadline for PQQ questions	24 th April 2012
Deadline for PQQ submissions	8 th May 2012
Invitation to Tender issued	20 th September 2012
Deadline for ITT responses	15 th November 2012
Contract awarded	1 st April 2013

4 Framework Agreement

All Applicants who are successfully appointed as Panel Members will sign up to a Framework Agreement with the HCA. The full Framework Agreement will be issued with the tender documents. The following key features will be covered in the Framework Agreement:

- Subject to termination/suspension, the Framework Agreement will be for a 4 year term commencing on or about 1st April 2013.
- Work commenced during the Term of the Framework Agreement may be completed after expiry of the Framework Agreement to accord with individual development agreements or building leases. It is anticipated that projects procured may have a duration of up to 10 years.
- Panel Members will be required to maintain a minimum of:
 - Employers Liability insurance of £10m
 - Public Liability insurance of £10m
 - Other forms of insurance will be required in relation to projects procured through the panel and if a Panel Member is appointed to work on a project that requires a higher level of insurance cover, they will be expected to increase their cover in relation to that specific project.
- Panel Members may, from time to time, be required to execute Collateral Warranties and assign work in favour of funders, purchasers, tenants and/or other third parties

acquiring interest in the work carried out on HCA land. These warranties and assignments will be limited to a maximum of one further assignment.

- The Framework Agreement may be terminated or suspended by the HCA by written notice, whether the Panel Member is in default or not.
- The Framework Agreement will be executed as a Deed.
- Appointment to the panel does not guarantee that a Panel Member will receive work. This will depend on the HCA's or other contracting authorities requirements during the contract period.
- In order for other public bodies to access DPP2, an access agreement will need to be in place between the HCA and the other public body. This will enable a partner to carry out a mini competition on their own behalf and appoint a Panel Member through the process set out in the Framework Agreement. The Panel Member selected through the mini competition process will be appointed by the partner (independently of the HCA) through a separate contract with them as appropriate for the project.
- The HCA Framework Agreement for this framework panel will include requirements for indemnities, which will have unlimited liability on the part of the Panel Member in respect of its conduct under the framework and the call-off procedures. However, each call-off process is intended to result in a project specific contract and the instructions for the mini competition will be supplemented with confirmation of the details of the specific indemnities required and the limits on liability that may be accepted based on the value of the underlying transaction at the time.
- Physical development works procured through the panel will be governed by separate contractual arrangements that will be negotiated as part of the mini competition process on a project by project basis.
- Companies appointed to the panel will not be able to bid for work until they have signed up to the Framework Agreement.

5 Completion Instructions

A separate Pre-Qualification Questionnaire should be completed for each of the geographical Lots. Responses can be common to each Lot, with the exception of question 2.4 which must be completed separately for each geographical Lot for which you apply.

Files should be submitted in pdf format.

Each electronic PQQ file you submit should be clearly named to show:

Applicant name **PQQ** *Northern/ Midlands/ South East or South West*

Financial information can be submitted once and should be marked as follows:

Applicant name **Financial information**

All PQQ documents to be submitted by:

12.00 noon on 8th May 2012

The maximum file size for each complete application is **6Mb**.

Applicants should answer all questions as accurately and concisely as possible, responding only to the specific questions set. Where a question is not relevant to the Applicant's organisation, this should be indicated, along with an explanation.

Please do not submit any information that has not been specifically requested.

Supporting information should be presented in the same order as requested in the PQQ and should be clearly referenced to the relevant question. Please use the Appendices provided to structure your responses.

Questions should be answered in English and in Arial 11pt font.

Responses will be evaluated in accordance with the evaluation criteria set out in Section 11.

Failure to furnish the required information, make a satisfactory response to any question, or supply documentation referred to in responses, within the specified timescale, may mean that Applicants will not be invited to participate further.

Please return completed Pre-Qualification Questionnaires to DPP2@hca.gsx.gov.uk

6 Consortia and Sub-contracting

Where a consortium or sub-contracting approach is proposed, all information requested should be given in respect of the consortium leader. Relevant information should also be provided in respect of consortium members or sub-contractors who will play a significant role in the delivery of Works or products under any ensuing contract. Responses must enable the HCA to assess the overall service proposed.

Where the Applicant is a special purpose vehicle or holding company, information should be provided on the extent to which it will call upon the resources and expertise of its members.

Selected Panel Members will need to be a single legal entity comprising of either:

- A single company
- A newly incorporated SPV or consortium made of two or more individual companies

Appointed Panel Members will lead all bids for work through the panel and will be responsible for the delivery of all works procured through the panel. Panel Members will however, be able to engage other organisations at mini competition stage in order to bid for a specific project. These other organisations will be sub-contracted to the lead Panel Member. Panel Members will be responsible for putting together the best team they can to bid for and to deliver a specific project and this may include consultants, contractors or a registered provider.

7 Applicant's Contact Point

Applicants are asked to include a single point of contact in their organisation in their response to the Pre-Qualification Questionnaire (Section 1.1). The HCA shall not be responsible for contacting the Applicant through any route other than the nominated contact. The Applicant must therefore, undertake to promptly notify the HCA of any changes relating to the contact.

8 Transparency

This procurement and award is subject to the transparency arrangements being adopted by the UK Government. These arrangements include the publication of tender documentation issued by the HCA and the Framework Agreement between the HCA and the appointed Panel members. At ITT stage, Applicants should highlight any areas they consider commercially sensitive in order for the HCA to be able to honour its transparency obligations without undermining the Applicant's commercial interests.

9 Freedom of Information

Applicants are advised that the HCA is subject to the Freedom of Information Act 2000 ('the Act'). If an Applicant considers that any of the information supplied as part of this procurement procedure should not be disclosed because of its commercial sensitivity, confidential or otherwise, they must, when providing this information, clearly identify the specific information they do not wish to be disclosed and clearly specify the reasons for its sensitivity. The HCA shall take such statements into consideration in the event that it receives a request pursuant to the Act which relates to the information provided by the interested party. Please note that it is insufficient to include a statement of confidentiality encompassing all the information provided in the response.

10 Bribery and Corruption

The HCA takes a zero-tolerance approach to bribery and corruption and sets high standards of impartiality, integrity and objectivity in relation to the stewardship of public funds and the management of its activities. The principles contained within this policy apply to both internal and external audiences, including anyone wishing to undertake business or engage with the HCA.

Please refer to our [Anti-bribery and Corruption Policy](#) for further information.

11 PQQ Evaluation Criteria and Scoring

Section	Title	Assessment	Evaluation Guidance
NOTE - If your submission is marked as a Fail from any other Section, then Section 2.4 may not be scored			
1	Legal Standing		
1.1	Submission Information	Pass/Fail	Pass – all information/documentation provided Fail – major information requirements missing If any part is left incomplete the Section will be marked as Fail. If the question is not applicable, please mark your response as ‘N/A’ and provide a brief explanation.
1.2	Basic Details Of Your Organisation	Pass/Fail	Pass – all information/documentation provided Fail – major information requirements missing If any part is left incomplete the Section will be marked as Fail. If the question is not applicable, please mark your response as ‘N/A’ and provide a brief explanation.
1.3	Public Contracts Regulations 2006	Pass/Fail	Pass – all information/documentation provided Fail – major information requirements missing or deemed ineligible for selection

Section	Title	Assessment	Evaluation Guidance
NOTE - If your submission is marked as a Fail from any other Section, then Section 2.4 may not be scored			
1 Legal Standing (continued)			
1.4	Insurance	Pass/Fail	Pass – minimum requirements for insurance are in place Fail – minimum requirements for insurance are not in place £10 million Public Liability £10 million Employers Liability Proof of ability to obtain £10 million Contractors All Risk Insurance
1.5	Equality & Diversity	Pass/Fail	Pass – all information/documentation provided and satisfactory Fail – major information requirements missing or unsatisfactory response to Question 8

Section	Question	Weighting	Demonstrated By	Scoring methodology
NOTE - If your submission is marked as a Fail from any other Section, then Section 2.4 may not be scored				
2 Technical and Business Capacity				
2.1	Quality Assurance/ Quality Management	Pass/Fail	<p>Pass – Quality Assurance and/or Quality Management System in place</p> <p>Fail – no Quality Assurance and/or Quality Management System in place, and is not in the process of establishing a Quality Assurance and/or Quality Management System</p>	
2.2	Health and Safety		<p>SSIP registration in place</p> <p>No notices served or adequate remedial action in place</p>	<p>Pass - SSIP registered and all information provided</p> <p>Fail - not SSIP registered</p> <p>Enforcement Action</p> <p>5% - no notices served</p> <p>3% - enforcement action taken but a good explanation provided in respect of remedial action taken to prevent recurrence</p> <p>0% - enforcement action taken but little or no explanation provided in respect of remedial action taken to prevent recurrence</p>
2.3	Environmental Policy	Max 5%	<p>Policy in place</p> <p>Accreditation in place</p> <p>Link to Public reporting of environmental footprint</p>	<p>5% - all information provided and all positive answers</p> <p>3% - if working towards accreditation or one negative answer</p> <p>0% - no information provided or inadequate answers</p>

Section	Question	Weighting	Demonstrated By	Scoring methodology
<p>NOTE - If your submission is marked as a Fail from any other Section, then Section 2.4 may not be scored</p>				
<p>2.4 Technical and Business Capacity (continued)</p>				
<p>2.4.1</p>	<p>Corporate and Business Capacity (Appendix 1A & Appendix 1B)</p>	<p>40%</p>	<p>Explanation and description of corporate house building capacity backed up by numerical housing data. Commentary of current and planned activities within the Lot and where necessary equivalent transferable activities outside the Lot.</p> <p>Capacity should include public sector experience or similar and equivalent experience of building leases, deferred land terms, partnership working and sharing of risk and reward.</p> <p>Explanation of how capacity and experience outside the Lot is relevant and can be effectively transferred.</p> <p>The data in Appendix 1B will be used to validate and support (or otherwise) your explanation in Appendix 1A. The data in Appendix 1B will be analysed alongside other submissions for each Lot to enable informed and fair comparisons and informed evaluation.</p>	<p>Capacity here is assessed both in terms of explanation of capacity in Appendix 1A and the data included in Appendix 1B, as follows:</p> <p>30-40% excellent response which clearly details capacity to deliver housing in the Lot area. Good clear and tangible detail of corporate plan and evidence of implementation to deliver housing, which is consistent with and well supported by information at Appendix 1B</p> <p>20-29% generally good overall response in terms of good explanation of capacity. Good clear and tangible detail of corporate plan to deliver housing, which is generally well supported and consistent with information at Appendix 1B</p> <p>10-19% unclear, incomplete or inconsistent overall response in terms of explanation and demonstration of capacity and some explanation of how capacity can be transferred from outside, together with some detail of corporate plan to deliver housing. Information provided at Appendix 1B is incomplete or inconsistent</p> <p>continued over page.</p>

Section	Question	Weighting	Demonstrated By	Scoring methodology
NOTE - If your submission is marked as a Fail from any other Section, then Section 2.4 may not be scored				
2.4 Technical and Business Capacity (continued)				
2.4.1 continued	Corporate and Business Capacity (Appendix 1A & Appendix 1B)		Your application for each Lot will be evaluated separately.	<p>1-9% poor overall response in terms of poor explanation of capacity within the Lot area or no explanation of how capacity will be transferred from outside the Lot. Little tangible detail of Little tangible detail of corporate plans to deliver housing. Information provided at Appendix 1B is scant or does not support the statement.</p> <p>0% no response to the requirement was provided.</p>

Section	Question	Weighting	Demonstrated By	Scoring methodology
2 Technical and Business Capacity (continued)				
2.4.2	Project Technical Capacity	Max 25%	<p>Evidence (in Appendix 2) of delivering housing schemes relevant to the panel.</p> <p>Demonstration of that relevant experience and capacity in delivering a wide range of homes to high quality including:</p> <ul style="list-style-type: none"> • Mixed use sites • Refurbishment and retrofit • Heritage • Demolition, remediation and enabling works • Extracare • Self build <p>Evidence of 4 relevant projects, across a wide range of home and project types. Examples to be projects between 25 and 1000 residential units and identify the form of contract used.</p> <p>Clear information to show how experience outside the geographical Lot of the panel is transferable and relevant.</p>	<p>19-25% excellent response that is full and detailed and provides complete information on a range of relevant project examples that fully reflect the requirements of the framework and demonstrate full and relevant experience of the Applicant.</p> <p>13-18% good response that provides information on a range of relevant project examples that reflects most of the requirements of the framework and demonstrates a range of relevant experience of the Applicant.</p> <p>7-12% response that provides incomplete information on project examples or that reflects some, but not all, of the requirements of the framework or does not demonstrate full and adequate relevant experience of the Applicant.</p> <p>1-6% poor response that provides incomplete information on project examples or that reflects few of the requirements of the framework or does not demonstrate adequate relevant experience of the Applicant.</p> <p>0% no response to the requirement was provided.</p>

Section	Question	Weighting	Demonstrated By	Scoring methodology
2 Technical and Business Capacity (continued)				
2.4.3	Ability to address key housing delivery issues	Max 25%	-	<p>19-25% two excellent example projects and good and full explanation of key issues and actions taken for both examples.</p> <p>13-18% good example projects and explanation of key issues and actions taken. Only one excellent example given.</p> <p>7-12% average example projects and explanation of key issues and actions taken. Only one good example given.</p> <p>1-6% poor example projects and explanation of key issues and actions taken. Only one average example given.</p> <p>0% no response to the requirement was provided.</p>

Section	Title	Assessment	Evaluation Guidance
3	Financial Standing		
NOTE – it is envisaged that this Section will only be marked for those Applicants who are shortlisted to tender			
3.1	Financial Information	Pass/Fail	<p>Detailed financial checks will be carried out on those shortlisted to tender. The information requested will be used to assess whether a company has sufficient financial standing, capacity and suitability.</p> <p>The financial information presented will be assessed by the HCA’s in-house, professionally qualified financial due diligence team. A risk-based approach to the assessment will be taken with reference to the size and scale of awards envisaged within the Delivery Partner Panel 2. Consideration of the financial information provided will include (but not be limited to) the following:</p> <ul style="list-style-type: none"> • age and completeness of financial information provided • trading performance of the Applicant/group, i.e. levels of turnover, profitability, interest cover • the strength of the balance sheet of the Applicant/group i.e. net asset position, liquidity, fixed assets etc. • level of debt of the Applicant/group • availability of funding to the Applicant/group • opinion of the auditors within the financial statements • credit checks as necessary (including but not limited to outstanding CCJs) <p>The opinion is likely to fall within two broad categories, Pass or Fail.</p>
3.2	Banking Arrangements	Pass/Fail	<p>Pass – all information/documentation provided</p> <p>Fail – major information requirements missing</p>

Appendix A: Potential Users of the Panel

Please note that this will also include any successor organisations of those listed below

Organisation

Central Government Departments, their agencies and non-departmental public bodies
Defence Infrastructure Organisation
Oil & Pipeline Agency
British Waterways
Department for Environment, Food and Rural Affairs
Environment Agency
Natural England
Department for Transport
Highways Agency
London & Continental Railways Ltd
British Rail Board (Residuary)
Network Rail
DVLA
VOSA
Highspeed 2
Home Office
Department for Culture Media and Sport
Judicial System (Ministry of Justice)
DEFRA
DCLG
The Crown Estate
Department of Education

Olympic Delivery Authority
Department of Energy and Climate Change (including Coal Authority)
Nuclear Decommissioning Authority
NDA Properties Ltd

Web link

<http://www.direct.gov.uk/en/DI1/Directories/A-ZOfCentralGovernment/index.htm>
<http://www.mod.uk/defenceinternet/microsite/dio/>
No web site - go through Defence Infrastructure Organisation
<http://www.britishwaterways.co.uk/home>
<http://www.defra.gov.uk/>
<http://www.environment-agency.gov.uk/>
<http://www.naturalengland.org.uk/>
<http://www.dft.gov.uk/>
<http://www.highways.gov.uk/>
<http://www.lcrhq.co.uk/>
<http://www.brbr.co.uk/>
<http://www.networkrail.co.uk/>
<http://www.dft.gov.uk/dvla/>
<http://www.dft.gov.uk/vosa/>
<http://www.hs2.org.uk/abouths2Ltd>
<http://www.homeoffice.gov.uk/>
<http://www.culture.gov.uk/>
<http://www.justice.gov.uk/>
<http://www.defra.gov.uk/>
<http://www.communities.gov.uk/corporate/>
<http://www.thecrownestate.co.uk/>
<http://www.education.gov.uk/>
<http://www.london2012.com/about-us/the-people-delivering-the-games/the-olympic-delivery-authority/>

<http://www.decc.gov.uk/>
<http://www.nda.gov.uk/>

Organisation

Business Innovation and Skills
Land Registry
Local Authorities

A Minister of the Crown

Royal Mail

English Heritage

Community Land Trusts

Olympic Park Legacy Company

GLA Group

Department for Health Arms Length
Bodies

NHS Property Services Ltd

Special Health Authorities

Strategic Health Authorities

Primary Care Trusts

Mental Health Trusts

Care Trusts

NHS Foundations Trusts

Ambulance

Extracare Providers

NHS Hospital Trusts

Community Health Councils

Local Health Boards

General Practitioners

Acute Trust (NHS)

ALMOS

Fire Authority

Education Establishments

BBC

Web link

<http://www.bis.gov.uk/>

<http://www.landregistry.gov.uk/>

http://www.direct.gov.uk/en/DI1/Directories/Localcouncils/AToZOfLocalCouncils/DG_A-Z_LG
<http://www.parliament.uk/mps-lords-and-offices/government-and-opposition/1/her-majestys-government/>

<http://www.royalmail.com/>

<http://www.english-heritage.org.uk/>

<http://www.dft.gov.uk/>

<http://www.legacycompany.co.uk/>

<http://www.london.gov.uk/who-runs-london/greater-london-authority/gla-functional-bodies>

<http://www.dh.gov.uk/en/Aboutus/OrganisationsthatworkwithDH/Armslengthbodies/index.htm>

<http://www.nhs.uk/ServiceDirectories/Pages/SpecialHealthAuthorityListing.aspx>

<http://www.nhs.uk/ServiceDirectories/Pages/StrategicHealthAuthorityListing.aspx>

<http://www.nhs.uk/ServiceDirectories/Pages/PrimaryCareTrustListing.aspx>

<http://www.nhs.uk/ServiceDirectories/Pages/MentalHealthTrustListing.aspx>

<http://www.nhs.uk/ServiceDirectories/Pages/AmbulanceTrustListing.aspx>

<http://www.monitor-nhsft.gov.uk/home/about-nhs-foundation-trusts/nhs-foundation-trust-directory>

<http://www.nhs.uk/ServiceDirectories/Pages/AmbulanceTrustListing.aspx>

<http://www.housingcare.org/elderly-uk-assisted-living-extra-care-housing.aspx>

<http://www.nhs.uk/servicedirectories/Pages/ServiceSearch.aspx>

<http://www.nhs.uk/servicedirectories/Pages/ServiceSearch.aspx>

<http://www.nhs.uk/servicedirectories/Pages/ServiceSearch.aspx>

<http://www.gmc-uk.org/doctors/register/LRMP.asp>

<http://www.nhs.uk/ServiceDirectories/Pages/AcuteTrustListing.aspx>

http://www.almos.org.uk/member_list

<http://www.fireservice.co.uk/information/ukfrs>

<http://www.education.gov.uk/edubase/search>

<http://www.bbc.co.uk/>

Organisation

Police Authorities
Ministry of Defence
Registered Providers / Housing Associations
Almshouses
A local asset backed vehicle or asset
investment vehicle between a body listed
and a private sector partner"
Local Development Agencies
LEPS
National Parks

Web link

<http://www.online.police.uk/forces.htm>

<http://www.apa.police.uk/your-police-authority/contact-information>

<http://www.apa.police.uk/transition-to-pccs>

<http://www.mod.uk/DefenceInternet/Home/>

<http://www.tenantservicesauthority.org/server/show/nav.14538>

<http://www.almshouses.org/>

<http://www.communities.gov.uk/localgovernment/local/localenterprisepartnerships/summaries/>

<http://www.nationalparks.gov.uk/>

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The Homes and Communities Agency is committed to providing accessible information where possible and we will consider providing information in alternative formats such as large print, audio and Braille upon request.

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