



Homes &
Communities
Agency

TENDER RESPONSE

DELIVERY PARTNER PANEL 2

HCA Tender Reference HCAP13001
OJEU Reference 2012/S 64-103639

ADD BIDDER NUMBER HERE

XXXX Lot

TENDER RESPONSE

1.0 Confirmation of contracting party

At PQQ stage, Bidders submitted details of the organisation(s) in whose name the PQQ was submitted **and** who will sign the Framework Agreement with the Homes and Communities Agency (HCA), if they are successful in being appointed to the panel.

Bidders should reconfirm these details, together with confirmation of the Lot to which this Tender applies. If there are any changes we will need to assess the procurement implications of these and any material change may result in Tender rejection.

Name of the organisation for which this Tender has been completed.	Please complete this box	
For which Lot does this Tender apply? (please tick one box only) Please note that Bidders will need to submit a separate Tender for each Lot that they have been invited to tender for.	HCA Northern Lot	<input type="checkbox"/>
	HCA Midlands Lot	<input type="checkbox"/>
	HCA South East Lot	<input type="checkbox"/>
	HCA South West Lot	<input type="checkbox"/>

2.0 Contact details

Within the PQQ submission, Bidders provided a single point of contact for any questions in relation to the PQQ. Bidders are asked to confirm the contact you wish the HCA to use for any questions it may have in relation to the Tender. This may be the same person or a different person to that named in the PQQ.

Contact name for enquiries about this Tender submission:	
Contact position (Job Title):	
Address:	
Post Code:	

Telephone Number:	
E-Mail Address:	

3.0 Details of the Bidder's organisation

The HCA will assume that details of any parent company and company registration number, housing association or other registration number for the Bidder and any parent company as detailed in section 1.2 of your PQQ remains the same. However, if there are any changes, please detail these below. The HCA will need to assess the procurement implications of any changes made and material changes may result in Tender rejection.

4.0 Nature of Contracting Party

If Bidders have specified in the PQQ document that they wish to form a Joint Venture (JV) or Special Purpose Vehicle (SPV), if successful in gaining a place on the panel, then the HCA will need further information on this. Bidders should provide the information detailed below. If further information or clarification is needed, the HCA will contact the person named at Section 2.0 of this Tender.

- The legal framework/relationships within and between the organisations involved
- Ownership
- Guarantees from constituent parties
- Any other information you feel is relevant

This section is intended to gather further information and clarification on the nature of the contracting party proposed; material changes to the organisation proposed at PQQ stage may result in rejection of the Tender.

Please mark this section N/A if you do not propose to form a JV or SPV (but are bidding as a single legal entity).

A large, empty rectangular box with a thin black border, occupying the central portion of the page. It is intended for the bidder to provide details regarding the formation of a Joint Venture (JV) or Special Purpose Vehicle (SPV) for the project.

5.0 Case Study - Quality

Bidders are asked to prepare a response to a case study site to detail their development proposals for that site. Bidders are required to prepare a written and drawn response to the questions detailed below. They are also required to submit a completed DAT (Development Appraisal Tool) model in relation to their proposals to develop the site.

The case study site is a real HCA-owned site located within the geographical Lots relevant to this Tender. The site has not yet come to market. However, Bidders must note that for the purposes of this Tender the HCA may have changed some of the characteristics of the site. Therefore, please base your submission only on the information included in the Tender pack and not on any previous knowledge you may have of the physical nature of the site.

Bidders must however, research and draw on their knowledge of the Local Authority's requirements for the development of the site. Bidders must base their research and must use knowledge only of publicly available information; they should not seek to meet with individual local authority officers. Bidders must base their response on a good understanding of the physical/planning context of the site and of local market conditions and demonstrate how their response meets the demands of both of these.

Bidders must review the information provided in Appendix 5 of the Invitation to Tender and detail their proposals to develop this site. Please note that the HCA does not require Bidders to complete a detailed design for the site, but does want to understand how a Bidder would go about developing the design. Word limits for Bidders' responses are tight; the HCA requires only key headline information and Bidders may wish to use bullet points to structure the answer. Bidders are asked to respond to the tender opportunity presented by this site and to provide the following:

- 5.1 **Site Layout** showing house types and sizes, the location of any open space, access roads etc. and other building types, if applicable, e.g. commercial. This should consist of a clear and simple drawing, which is legible when printed out at A3. This can be submitted as a separate file.

- 5.2 **Site Analysis** showing key features that have, or will influence the design. This should include a diagrammatic plan and narrative section to explain the Bidder's thinking to support and explain the approach it has taken to the layout. Bidders can illustrate this with examples of the approach they have taken on other sites and can include photographs or drawings of other developments to illustrate how they might develop the detail of this site. Bidders must explain how local requirements for the development of the site will be met. Please limit this section of your answer to four

pages to include text and drawings at A4; you may also include one overall plan, which is legible when printed out at A3. This can be submitted as a separate file.

- 5.3 Statement of the proposed Bidder **team** to take forward the design and development of the site and stating how it will manage the development to completion. **500 words max**
- 5.4 A complete **programme** for the development to link with any phasing proposals shown on the drawings. Presented in PDF form.
- 5.5 Statement how the Bidder will obtain full **planning permission**. What are the critical factors to securing permission and how will it achieve this? What consultation will the Bidder undertake? **500 words max**
- 5.6 Statement how the Bidder will approach **construction** of the development including access, phasing, supply chain. **500 words max**
- 5.7 Statement of the three key **risks** that the Bidder envisages for this project and identify the Bidder management actions to be put in place to manage these risks. Management actions should be specific and should include who will undertake each action and when. **300 words max**
- 5.8 **Health and Safety** statement. Bidder must state three main health and safety issues relevant to development of this site and how it will manage these. **300 words max**

6.0 Case Study - Price

The price element of the case study will comprise of a completed **Development Appraisal Tool** (DAT) which must be submitted as an Excel file.

Included with the Tender pack is a copy of the DAT model in Excel. It is populated with the case study scheme name and brief details of the scheme, together with some 'default' assumptions about Affordable Housing valuation.

Bidders must complete the model to provide a development appraisal for the case-study site.

Bidders should assume the following figures when populating their DAT models:

- RP Management Costs of £550 per home pa.
- Repair Costs of £500 per home pa (including sinking fund) (not covered by the service charge).
- Voids of rent and bad debts of 2% are already included in the DAT model.
- The 'All-risks' Yield (which is applied to current rent levels, not an inflated annual rental stream) is already included in the DAT model at 5%.

Values given are not intended as benchmarks, which would depend on scheme characteristics, but rather as sample values that avoid unintended discrepancies between Bidders whose core business does not cover Affordable Housing.

Information on how to complete the model is available in the **DAT user manual v2.02 - PDF** which can be found at the following link:

<http://www.homesandcommunities.co.uk/ourwork/development-appraisal-tool>

7.0 Your role as an active Panel Member

If Bidders are successful in gaining a place on the panel, they must provide a Lead and Deputy Contact who will manage their organisation's Panel Membership.

Bidders must nominate a DPP2 Lead and Deputy contact for their organisation and provide the HCA with information on these individuals and the role they will perform. In the Tender Response, Bidders must cover:

- Name and Contact details of the Lead and Deputy contacts proposed for the bidding organisation.
- How they will help gather lessons learned and provide feedback to the HCA to enable improvement of operation of the panel? **300 words max**
- How they will help to promote the panel to the wide range of Public Sector Bodies that can use the panel? **300 words max**
- How they will share knowledge and learning within their own organisation to ensure compliant, consistent and efficient use of the panel? **300 words max**

In preparing answers, Bidders must pay close attention to the instructions and information found in Section 3.0 of the Invitation to Tender and to the Panel Management Schedule to be found in Schedule 11 of the Framework Agreement.

Bidder's answers are to be included at **Appendix B** of this Tender Response. If you are successful in gaining a place on the panel the information provided at Appendix B will then form Part B of Schedule 11 of your Framework Contract.

8.0 Collection of KPIs

The HCA will gather data on panel performance to demonstrate the value and benefit of the Panel. One KPI that the HCA will collect is the use of Small and Medium Enterprises (SMEs) and sub-contractors. Tender Responses should set out:

- How you currently collect and report this data and how you would propose to modify / develop these processes for collection of data on DPP2.

OR if you do not collect this data currently

- How you would propose to collect this data if you are successful in obtaining a place on the panel.
- Proposals for additional KPIs; what they are, their importance and how would they be collected?

In preparing answers, Bidders must pay close attention to the instructions and information found in Sections 3.0 of the Invitation to Tender Document and the Panel Management Schedule to be found in Schedule 11 of the Framework Agreement.

Your response to question 8.0 should be limited to **700 words** and should be provided at **Appendix C** of this Tender Response. If you are successful in gaining a place on the panel the information provided at Appendix C will then form Part C of Schedule 11 of your Framework Contract.

9.0 Improving Housing Delivery

One of the key aims of DPP2 is to increase the speed and efficiency of housing delivery. The HCA will work with Panel Members to support meeting this goal. Bidders should set out their ideas and proposals for working with the HCA (if appointed to the panel) and its Public Sector partners to help achieve this.

Once the panel is in place the HCA will work with Panel Members, collectively and individually, to decide which of these actions should be taken forward and so Bidders must be willing to act on and implement any proposals put forward. Your response to question 9.0 should be limited to **700 words** and should be provided at **Appendix D** of this Tender Response. If you are successful in gaining a place on the panel, the information provided at Appendix D will then form Part D of Schedule 11 of your Framework Contract.

On the current DPP, Panel Members formed a stakeholder group to promote and improve use of the panel. The stakeholder group met on a regular basis and took forward activities such as:

- Drafting and distribution of marketing material to explain the benefits of using the panel
- Development of an efficient, compliant and clear Mini Competition process. Providing comments and input into documents produced by the HCA
- Sharing lessons learned through regular meetings and case study documents
- Working with the HCA to resolve issues to increase the efficiency of use of the panel
- Feeding back information to the HCA on use of the panel by other Public Sector Bodies

The HCA would propose to form a similar stakeholder group once DPP2 is operational, to ensure consistency in approach and activities of all members.

In preparing answers, Bidders must pay close attention to the instructions and information found in Section 3 of the Invitation to Tender and to the Panel Management Schedule to be found in Schedule 11 of the Framework Agreement.

10.0 Financial Information

Please provide the following financial information:

- i) If applicable, a copy of the accounts filed since submission of the PQQ, of the Bidder and / or its ultimate parent undertaking.
- ii) A copy of the Bidder's and ultimate parent undertakings most up to date management accounts.

Please list below any additional financial information that you have included with your Tender and save this on your memory stick. If you are submitting Tenders for more than one Geographical Lot, you need submit financial information only once. Please state below what financial information has been included and with which Lot the financial information has been included.

List of financial information included:

Financial information included with Tender for South East / South West/ Midlands / Northern Lot. (please delete as necessary)

If further information or clarification is required, a member of the HCA's in-house due diligence team may contact you regarding any issues that have arisen on review of the financial information. The HCA will contact the person named at Section 2.0 of this Tender Response.

11.0 Collusion and Anti Competitive Behaviour

Bidders should complete the Certificate of Non-Collusion and Non-Canvassing to be found at Appendix E. Bidders should also provide a statement at Appendix F detailing evidence of their internal compliance policies or programmes, setting out how these ensure that their staff are aware of their competition law obligations.

12.0 FORM OF TENDER

Please complete and sign Appendix G.

APPENDIX A

5.0 and 6.0 Case Study Response

Your response should be no more than 8 pages in total.

- 5.1 Site Layout - this can be submitted as a separate file
- 5.2 Site Analysis - this can be submitted as a separate file
- 5.3 Proposed Bidder team 500 words max
- 5.4 Programme
- 5.5 Planning permission 500 words max
- 5.6 Construction Approach 500 words max
- 5.7 Risks 300 words max
- 5.8 Health and Safety 300 words max
- 6.0 Development Appraisal Tool Submitted as a separate Excel file

APPENDIX B

7.0 Your role as an active Panel Member

7.1	Proposed Lead Contact	
	Contact position (Job Title):	
	Address:	
	Post Code:	
	Telephone Number:	
	E-Mail Address:	

	Proposed Deputy Contact	
	Contact position (Job Title):	
	Address:	
	Post Code:	
	Telephone Number:	
	E-Mail Address:	

7.2 Bidder's proposals for gathering lessons learned and providing feedback to the HCA to enable improvement of operation of DPP2?

300 words max

7.3 Bidder's proposals for promoting DPP2 to other Public Sector Bodies?

300 words max

7.4 Bidder's proposals for sharing of knowledge and learning within the Bidder's organisation to ensure compliant, consistent and efficient use of DPP2?

300 words max

APPENDIX C

8.0 Collection of KPIs

Bidders should detail their current arrangements for collection and reporting of KPIs and how the Bidder would propose to modify / develop these processes for collection of data on DPP2.

OR if it does not collect this data currently,

Bidder should detail proposals to collect this data if successful in obtaining a place on the panel.

Bidders should detail proposals for collection of additional KPIs; what they are, their importance and how they would be collected?

700 words max

APPENDIX D

9.0 Improving Housing Delivery

Bidder's proposals for increasing the speed and efficiency of housing delivery.

700 words max

APPENDIX E

CERTIFICATE of NON-COLLUSION and NON-CANVASSING

In recognition of the principle that the essence of Tendering is that the Homes and Communities Agency shall receive bona fide competitive Tenders from all those Tendering

WE CERTIFY THAT:

- 1 The Tender submitted herewith is a bona fide Tender that is intended to be competitive.
- 2 We have not fixed or adjusted the amount of the Tender under or in accordance with any agreement or arrangement with any other person.
- 3 We have not done and we undertake that we will not do at any time before the hour specified for the return of the Tender any of the following acts:
 - (i) communicate to a person other than the person calling for this Tender, the amount or approximate amount of the proposed Tender (except where the disclosure, in confidence, of the approximate amount of the Tender was essential to obtain insurance premium quotations required for the preparation of the Tender);
 - (ii) enter into any agreement with any person that they shall refrain from Tendering or as to the amount of any Tender to be submitted and;
 - (iii) offer to pay or give any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other Tender, any act or thing of the sort described above.
- 4 We have not canvassed or solicited any employee of the Homes and Communities Agency, in connection with the award of this Tender or any other Tender or proposed award of the Tender for the supply of Goods or Services and that to the best of our knowledge and belief nor has any person employed by us or acting on our behalf, done any such act.
- 5 We further hereby undertake that we will not in the future canvass or solicit any employee of the Homes and Communities Agency, in connection with this Tender or any other Tender or proposed Tender for the supply of Goods or Services and that no person employed by us or acting on our behalf will do any such act.

IN THIS CERTIFICATE:

- 1 'Person' includes any person or any body or association corporate or incorporate.
- 2 'Any agreement or arrangement' includes any transaction of the sort described above, formal or informal and whether legally binding or not.
- 3 'Any canvassing or soliciting' includes any direct or indirect canvassing or any attempts to obtain information by any means.

Signed:	Date:
Name:	In the capacity of:
Duly authorised to sign for and on behalf of:	

APPENDIX F

Anti-Competitive Behaviour

Bidders must provide evidence of the internal compliance policies or programmes, setting out how these ensure that their staff are aware of their competition law obligations.

Max 200 words

APPENDIX G

FORM OF TENDER

DELIVERY PARTNER PANEL 2

Tendering Opening Panel
Homes and Communities Agency
Central Business Exchange II
406-412 Midsummer Boulevard
Central Milton Keynes
MK9 2EA
Dear Sirs

I/We having read the Invitation to Tender and associated documents and, do hereby offer the works and services described. Our financial proposal is detailed within the attached 3 page summary of the Development Appraisal Tool. We have agreed and understood the mechanism for carrying forward the financial elements of the Tender to the Framework Agreement and to Project Specific Tender stage as detailed in the Invitation to Tender and in the draft Framework Agreement.

I/We confirm that we currently hold Public Liability and Employers Liability Insurance indemnifying us and the Homes and Communities Agency against such liability with a limit of indemnity of not less than £10 million in any one accident, unlimited in any one year.

This tender remains open for acceptance for three months from the date of tender.

I/We agree and understand that no insertion or endorsement made to this Form of Tender or any other conditions made by the Bidder in connection with this tender figure will be accepted by the HCA and any such insertion, endorsement or condition shall render the tender liable to rejection by the HCA.

Dated this day of2012

SIGNED WITNESS

PRINTNAME ADDRESS

POSITION IN COMPANY

.....

NAME & ADDRESS OF COMPANY

..... WITNESS

..... ADDRESS

.....

The HCA does not bind itself to accept any Tender and no expense by a person submitting a Tender will be paid for.