

**MAYOR OF LONDON**

**ARCHITECTURE  
DESIGN  
+  
URBANISM PANEL**

**USER GUIDE**

**GLA / TfL 80263 | OJEU notice  
2017 / S 069-131317**

**GOOD GROWTH BY DESIGN**

**LOT 1**  
Urban Strategies, Spatial Policy and Design Research

**LOT 2**  
Site Masterplanning and Development Feasibility

**LOT 3**  
Public Realm and Landscape

**LOT 4**  
Architecture – Housing and Mixed-use

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# USER GUIDE

This User Guide provides a step-by-step guide to using the Architecture Design and Urbanism Panel to procure design services including some background information and FAQs. Further background information regarding how the Panel was procured is available on request.

If you are new to the framework, it may be helpful to read the Introduction and Background Information / FAQs. These sections contain useful information which will illustrate how you can use the Architecture Design and Urbanism Panel (ADUP) to help deliver your project. When using the framework, please follow the step-by-step guide set out in this document.

The User Guide is intended for Transport for London (TfL), The Greater London Authority (GLA) and all its other Functional Bodies, and other public authorities. All authorities external to the GLA Family are welcome to use the Architecture Design and Urbanism Panel; however they will need to consider their own internal procedures and discuss any potential conflict with the panel managers (see p.12).

**The Architecture Design and Urbanism Panel (ADUP) is jointly managed by the Greater London Authority and Transport for London.**

**The User Guide is kept up to date by the Panel Managers. Before proceeding with using it, we recommend that you contact the relevant Panel Manager to ensure all information is the most up to date.**

# GLOSSARY

<b>Call-off contract</b>	Individual contracts issued under a framework agreement.
<b>Framework agreement</b>	An agreement with preferred suppliers which sets out terms and conditions under which specific call-offs (individual contracts) can be made throughout the term of the agreement.
<b>GGbD</b>	The Good Growth by Design programme is an integrated programme of work that seeks to enhance the design of buildings and neighbourhoods for all Londoners.
<b>GLA</b>	Greater London Authority
<b>ITT</b>	Invitation to Tender
<b>Mini competition</b>	The process by which suppliers within the selected lot are invited to tender.
<b>OJEU</b>	Official Journal of the European Union. The S-series of OJEU contains invitations to tender.
<b>Pro-contract</b>	Portal used for communication between TfL and ADUP suppliers.
<b>SSQ</b>	Standard Selection Questionnaire
<b>Supplier</b>	The company or organisation providing services to the client or commissioning authority.
<b>TfL</b>	Transport for London
<b>Lot</b>	Term used for grouping suppliers on the framework around a particular category.

# INTRODUCTION

Building on the previous success of the Architecture, Design and Urbanism Panel, The Greater London Authority (GLA) and Transport for London (TfL) have established a new multi-disciplinary framework panel.

The new Architecture Design and Urbanism Panel has been set up to promote the very highest quality architecture, public realm, urban regeneration and sustainable development in the capital, and to support the principles of sustainability and 'Good Growth'; development that is socially, environmentally and economically inclusive.

The Architecture Design and Urbanism Panel forms part of the Mayor's Good Growth by Design programme. Good Growth by Design (GGbD) is a call to everyone engaged in London's booming architectural, design and built environment professions to help realise the Mayor's vision to create an inclusive built environment for all Londoners. Pillar 5 of the programme is focused on 'Commissioning Quality'; ensuring excellence in how the Mayor and other public sector clients appoint and manage architects and built environment professionals. This is a means of ensuring Good Growth and excellent design quality whilst also maximising long-term value for money and widening participation in public projects. Alongside other initiatives, the GLA group's continued commitment to, and development of, a single design framework panel indicates ongoing championing and support for excellent public sector procurement processes. Use of previous framework panels has been considerable, facilitating routine access to high quality design services for many authorities.

London's world leading architecture and urbanism sector has a crucial role to play in navigating the pressures of growth and delivering 'Good Growth'. The Architecture Design and Urbanism Panel represents an excellent calibre of design talent – a mix of practices both big and small, all with specialist skills and expertise within their designated lots. The panel now includes a specialist housing and mixed-use development lot which responds to user demand for procuring residential led projects and schemes.

By ensuring compliance and capability up-front, the panel substantially reduces the time and costs for public organisations when procuring specialist design services for medium and large projects. This greatly simplifies the procurement process and ensures that it can be carried out as efficiently as possible.

The new panel includes an innovative move in response to the Mayor's priorities for social inclusion and diversity in the built environment. All authorities using the panel will be required to embed an approach to diversity and inclusion into their project briefs, assessment criteria and individual call-off contracts. In addition, the panel maintains its emphasis on procuring quality and instructs specific evaluation weightings on the assessment of tenders, to uphold and maintain the high design and quality ethos that underpins the panel.

This user guide provides step-by-step instructions, as well as FAQs, background information and contact details.

## USER FAQs

Need to know how the panel works, or whether it is the right procurement route in your situation? The majority of questions about using the panel are set out here, and in the step-by-step guide.

## OVERVIEW

### What is the Architecture Design and Urbanism Panel?

The Architecture Design and Urbanism Panel is a pre-procured framework of consultants who can be appointed to provide design services related to architecture, urban design, place strategy, transport design, design advice relating to heritage, community engagement, environmental issues and smart cities and graphic design.

Panel members (or 'suppliers') have been selected for their capability and capacity to provide the services under the Framework, after participating in a fully OJEU-compliant competitive tender process.

All have signed a Framework Agreement with the GLA / TfL establishing the overarching terms and conditions for the panel.

A copy of the Framework Agreement can be obtained from the Panel Manager.

### What is a Framework Agreement?

A Framework Agreement is an agreement with preferred suppliers which sets out terms and conditions under which specific call-offs (individual contracts) can be made via the terms of the agreement.

### Who can use the Framework and Panel?

The Architecture Design and Urbanism Panel and framework can be used by the GLA Group, TfL and any part or subsidiary of the GLA. It can also be used by:

- All London boroughs
- Local Authorities
- Housing Associations
- Mayoral Development Corporations e.g. London Legacy Development Corporation and Old Oak Park Royal Development Corporation
- Public Sector Bodies e.g. Central Gov. Depts / NHS Estates

For further details of the public sector bodies and institutions that can use the framework, please refer to page 67 for further details, or the Contract Notices in OJEU.

### Why should I use the Architecture Design and Urbanism Panel for my procurement?

The panel provides the following benefits for the appropriate scale of project:

- Saves time and money via pre-qualified potential suppliers
- Objective, rigorous and fair assessment of suppliers, with emphasis on technical competence
- Consistent contractual arrangements
- Assurance of legal compliance, professional insurance provisions and financial standing
- Confirmation of supplier policies and practices in line with GLA / TfL principles and Responsible Procurement objectives
- Compliant with EU Procurement Regulations

## Who manages the Panel?

The Architecture Design and Urbanism Panel is managed jointly by the GLA and TfL, on behalf of the GLA Group.

For all enquiries from TfL Property please contact Kelly Lopez:  
**KellyLopez@tfl.gov.uk**

For all other enquiries from TfL please contact the TfL Panel Manager: Andy Martin **AndyMartin1@tfl.gov.uk**

For all other enquiries from the GLA Group, Mayoral Development Corporations, Local Authorities, Housing Associations and other public sector institutions, please contact the GLA Panel Manager: Rae Whittow-Williams  
**Rae.Whittow-Williams@london.gov.uk**

Please copy the ADUP Panel Manager into all correspondence:  
**ADUP@london.gov.uk**

## Is there a charge for using the Architecture Design and Urbanism Panel?

There is no charge for public authorities to use the panel. Authorities using the panel will be required to supply information on the projects and outputs procured, as described in the step-by-step guide.

## When using the Architecture Design and Urbanism Panel, what processes do I have to do?

This user guide and its guidance sets out the processes, and forms the terms of usage for the panel. A number of pro formas must be returned to the panel manager at particular stages, and the main body of the agreement cannot be amended, however the call-off agreement can specify particular terms which are bespoke to the project needs. Special Conditions cannot be used to alter and / or supersede the clauses in the Framework Agreement.

For further information, please refer to the step-by-step guide.

## Is there a sign-up agreement or contract between GLA / TfL and the contracting authorities?

No. However authorities are required to abide by the Architecture Design and Urbanism Panel procedures set out in this document in order to use the framework, and abide by the following responsibilities listed overleaf:

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## User responsibilities

- Manage procurement of projects undertaken by London boroughs or other organisations.
- Undertake fair and transparent mini competitions under the framework / panel terms and conditions by using clear award criteria. Check that rates submitted by suppliers for all procurements are up to date with Panel Manager.
- Complete in full all required pro formas as set out in the user guide.
- Maintain easily identifiable records in both soft and hard form of all documents and correspondence during the tender process for audit purposes, including:
  - The evaluation score sheets signed by the evaluation panel
  - A copy of the contract that has been signed by the supplier and the appropriate line manager with the appropriate level of delegated financial authority.
- Liaise with relevant Panel Manager at start and end of project, providing information via the pro forma templates A, D and F respectively located in the Appendices.
- Inform Legal and the Panel Manager of any extensions to contracts. For the purpose of evaluation and tracking, the following information should also be supplied at the end of the project:
  - Value of any extensions to a project
  - Reasons for extension
  - Cost of extension
  - Accumulated spends per project

Ensure that all actions are in accordance with procurer's organisation's own procedures and regulations.

Notify the panel manager in advance of any proposed amendments to the call off contracts.

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## GLA / TfL Panel Manager Responsibilities

- Act as single point of contact for suppliers during the term of the framework / panel for framework / panel extensions, contract management and general queries about the framework. Panel Managers will document any issues that are escalated from Project Managers in regard to Supplier Performance.
  - Provide information to Project Managers about what the framework / panel covers if they have additional questions about the information in the User Guide.
  - Hold the following documents:
    - Agreement Terms and Conditions (contained within the Appendix of each practice's framework agreement)
    - An up-to-date User Guide
  - Ensure that the key information about all contracts let with each supplier is recorded using a standard template
  - At the end of the financial year, send information contained on templates to the Head of Procurement by email
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**Overall framework / panel management,****TfL Procurement Responsibilities:**

- Manage procurement of projects that fall under GLA or TfL jurisdiction, including tendering and correspondence
  - Agree any changes to prices and rates with the Panel Manager and Suppliers at the appropriate anniversary
  - Carry out random audits of mini competitions carried out by Project Teams using frameworks / panel
  - Optimise the use of the framework by monitoring use / effectiveness of the framework on and benchmarking against other government frameworks / panels on an annual basis
  - Ensure User Guides are up to date with any changes to procurement policy and procedures
  - Hold the following documents:
    - Suppliers' Proposals from OJEU tender process
    - Summary of Due Diligence assessment
    - SQ, ITT, OJEU Notice, Framework
- 

**How long will the Framework run for?**

The Framework duration is three years from April 2018, with the option to extend for a further year. The rates set out in the Agreement are deemed to be fixed for one year. After this period, TfL may apply an indexation increase based upon SPPI on the anniversary of the Framework Agreement. This will not apply to existing Call Off contracts, only new Call Off Contracts. However, this will be at the discretion of TfL and the GLA.

**What has changed since the previous panel?**

The new Framework process is largely consistent with that of the previous ADUP framework, though this guidance has been updated and expanded. In particular, the evaluation criteria for mini competitions have been specified in line with the overarching panel procurement process, designating a fixed 70/25/5 split. All authorities using the Architecture Design and Urbanism Panel must use these specified evaluation weightings.

Guidance on the criteria and weightings can be found on page 56.

## PANEL SUITABILITY

### **What projects are suitable for the Architecture Design and Urbanism Panel framework?**

The framework is for projects requiring design team-led consultants, of multiple differing project sizes – incorporating relevant RIBA and LI stages. Other procurement routes are also available depending on the scale of your project, or if it is not for a design-led consultant team.

### **Can I use the Architecture Design and Urbanism Panel for contracts valued over the OJEU fee threshold?**

Yes, that is its primary purpose. However, you can also use the Framework for those below the OJEU threshold. There is no limitation on the value to use the framework, however smaller commissions (under 50K) are advised to consider more straight forward approaches to procurement, in line with recognised procurement procedures.

### **My project is below the OJEU threshold but I really would like to go to the consultants on the framework, is that ok?**

Yes, the Framework can be used for all levels of procurements. It is not limited to projects over the OJEU procurement thresholds. Please contact the panel manager in the first instance to discuss the suitability of using the Architecture Design and Urbanism Panel for your project, and submit details via pro forma A, found in the Appendices.

### **What happens if the type of consultant I want is not covered by the Architecture Design and Urbanism Panel?**

The framework is for design-led teams, but frequently these can be multidisciplinary. Other frameworks for public sector clients exist, focusing on different lead consultant specialisms, such as engineering. Please liaise with your own procurement team for further advice. Please note that new organisations cannot be added on to the framework.

### **If I procure a supplier using the Architecture Design and Urbanism Panel, how long can the contract run for?**

The lengths of call-off contracts under the framework agreement are not specifically limited.

Long-term contracts should be avoided towards the end of the agreement if it is likely that more competitive rates / terms can be obtained when the framework is re-tendered, or if the scope of service is likely to change. If in doubt, check with the Panel Manager.

### **My commission requires a multidisciplinary team. Can the tender include the use of subcontractors?**

Yes. Commissions that require a design-led team including subcontractors can be procured under the panel, provided that the relevant panel manager is informed at the time of the bid. Subcontractors' fees must not exceed the overall fee of the panel supplier.

## **What if I am unsure my project is suitable for the Architecture Design and Urbanism Panel framework?**

If, on reading this guide, you are unsure whether your project may fit into one of the Lots, contact the Panel Manager for an initial discussion.

## **Can I use the Framework for any projects covered by European Regional Development Fund (ERDF)?**

No. You are advised to use alternate procurement routes; please discuss with your legal / procurement teams. The Architecture Design and Urbanism Panel has not been set up with European Funding.

## **USING THE PANEL**

### **I work for TfL / GLA. Who manages individual procurements for the Architecture Design and Urbanism Panel?**

For projects that fall under TfL or GLA management and ownership, procurement will be managed by TfL's Corporate Commercial Team – Professional Services. They manage the tendering process and conduct all correspondence.

### **I don't work for TfL / GLA. Who manages individual procurements for the Architecture Design and Urbanism Panel?**

When the panel is used by London boroughs or other organisations listed on page 67, your organisation will handle the procurement themselves within the terms of the Framework set out in this user guide.

**However, you must notify the GLA Panel manager so that a record of panel usage is maintained. This can be done by submitting the relevant information listed in pro formas A, D and F, which are available on request.**

## **My project has specific circumstances. Can I add clauses to the call-off contract?**

Authorities should be aware that the framework agreement provided by the GLA / TfL is complete, and altering it violates the terms on which the suppliers were procured to the panel.

Where additional specific terms need to be added, these additions can only be inserted within the call-off agreement (schedule 6) as stated in the step-by-step guide, and such additions must be brought to the attention of the Panel Manager prior to procurement. Authorities should note that, as the contract itself is between themselves and suppliers, when additions are agreed the authority is responsible for their veracity or legal status, and no risk or responsibility is accepted by the GLA / TfL.

It is strongly advised that any additions to call off contracts are drawn from pre existing forms of contract and have been tested by case law – this will avoid instances of adjudication and arbitration.

## **Does the Architecture Design and Urbanism Panel specify the evaluation criteria?**

Yes. To use this panel, authorities must use the following evaluation split when assessing tenders through the mini-competition process – 70% technical (quality), 25% financial (cost) and 5% equality, diversity and inclusion – see the step-by-step-guide for further detail.

## **How long does the call-off process take?**

This will depend on the requirements of your brief / specification, and the time it takes to work through the various stages set out in the 'step by step' section of this guide. However we usually advise a 4 week minimum timeframe for consultants to be asked to prepare submissions.

## **What happens if the consultant I am using for an existing project is not included in the new Architecture Design and Urbanism Panel?**

Let them finish the commission or part commission. Before awarding further work it should be reviewed with your internal Procurement team, to decide whether to change the supplier and to look at alternative suppliers on the Framework.

## **What happens if a supplier fails to perform?**

Supplier performance must be managed by the contracting authority. The GLA / TfL will not intervene in any supplier disputes unless the terms of the main framework agreement are breached.

Please notify the relevant Panel Manager for all supplier performance issues, however the client needs to address the issue(s) with the supplier. By using a clear and well-thought-out project brief, the risk of misunderstandings and delays are reduced.

If any dispute arises in relation to the Call off Contract then the following order shall apply:

- First: The Call Off contract
- Second: The Framework Agreement
- Third: The scope and any other documents included in the Call Off Contract

## How do I choose my supplier from the Lot?

A mini competition should be held inviting all suppliers within the relevant Lot, using the guidance in the step-by-step-guide. Evaluation criteria based on the guidance in the step-by-step-guide must be included with the invitation.

## Can I select more than one lot?

Lots have been designed to provide a broad range of options within a designated type of consultant activity, and so in the vast majority of circumstances, commissions should be sent to only one lot. A very strong case would need to be made to the panel manager for going to more than one lot. Please discuss specific cases with the Panel Manager.

Users should be aware that in parallel to the advantages associated with speeding up the procurement process, there are also advantages in using a reduced pool of suppliers bidding for a commission as it limits risk and potentially abortive costs. Sending calls to multiple lots can over time severely limit the efficacy of the Framework, leading to diminished success in lot take up.

## Do you have a template for the specification?

As projects vary so much in content, we do not recommend a single template for briefs / specifications, however guidance on the order and structure of information for a brief can be found in the step-by-step guide. Note that the Architecture Design and Urbanism Panel suppliers are pre-approved and so, much of the technical and financial information requirements have already been assessed for the framework. Specifications can therefore concentrate fully on the content of your commission.

## Should I build in an interview stage into the mini-competition process?

Yes. In line with the Mayor's guidance on procuring design teams, interviews should be part of the selection and assessment process. Interviews bring the opportunity to gauge the qualitative as well as the quantitative strengths of the bid. See the step-by-step guide for further detail on how to run interviews.

## Is it acceptable to make a direct award or to invite only some of the practices in a particular Lot to tender?

No. When using the Architecture Design and Urbanism Panel, all suppliers within one selected and relevant lot must be invited to respond via a mini competition, even if the task is straightforward and readily catered for within the panel list services. TfL / GLA needs to ensure that nothing is done which is discriminatory, improper or which distorts competition.

## Can I alter the contract appointing a panel supplier?

No. Authorities are not permitted to amend the main body of the framework agreement as it forms the terms on which the framework has been procured. Further guidance is provided on how to fill out the call-off contract in the step-by-step-guide.

## What if the project scope changes / increases?

If an increase in scope of project leads to an increase in the contract value, approval is required from the budget holder in accordance with your organisations' protocols.

Any change in scope of service / goods / works / cost provided by a supplier under the Architecture Design and Urbanism Panel needs to be formalised by issue of an Authority for Variation. This form is provided in Schedule 7 of each supplier's Framework Agreement. It is each Authority(s) responsibility to ensure that any changes to the call-off contract are compliant as per the Public Contracts Regulations (2015) PCR R72.

## Should I reveal the budget?

There are arguments in favour and against revealing the budget, related to the perception of how to achieve best value for a commission. It is usually counter-productive to conceal the budget when commissioning design services, as if a known budget is described, your procurement will essentially be more easily able to compare your bidders like-for-like on how much resource will be provided, and of what quality, based on a common understanding of the fee available. See the step-by-step guide for more detail.

## Who do I ask if my user question is not answered here?

If you have further queries and you are within TfL Property your point of contact is: **Kelly Lopez (KellyLopez@tfl.gov.uk)**

For all other queries from TfL your point of contact is: **Andy Martin (AndyMartin1@tfl.gov.uk)**

For all other organisations including the GLA Group, your point of contact is:

**Rae Whittow-Williams (Rae.Whittow-Williams@london.gov.uk)**

Please copy the ADUP Panel Manager into all correspondence: **ADUP@london.gov.uk**

## THINKING OF USING ADUP?

### User Checklist

- Read user guide
- Agree the use of framework with your procurement team and legal team if necessary
- Clarify any questions not dealt with in the guidance with GLA / panel manager
- Obtain relevant authority sign-offs to use the framework
- Agree procurement timetable and project brief – see pre-procurement advice form GLA if required
- Complete pro forma A and return to relevant panel manager and **ADUP@london.gov.uk**

## PRE-PROCUREMENT ADVICE

In line with the draft London Plan and the aspirations of the Good Growth by Design programme, efforts should go into ensuring the design quality of projects using the Architecture Design and Urbanism Panel is safeguarded through to completion.

Design principles agreed during the early design stages must not be lost after RIBA Stage 3 / LI equivalent, during technical design or later, and a clear strategy should be put into place to govern how control over the design is to be maintained through the later stages of design and construction.

Clients can seek to minimise risks to design quality by ensuring that the original design team is responsible for design development all the way through the RIBA / LI Work Stages, and particularly that design development is completed before a contractor is appointed. When using a Design and Build or Partnering process, this means developing the design, including key architectural details, to RIBA Stage 4A after which the design consultancies should either be novated to the contractor or retained by the client with a watching brief. For projects using the panel this means a bias away from any form of procurement that limits design development prior to the appointment of a contractor.

On larger projects an independent design advisor should be appointed with a remit to monitor and safeguard design quality throughout the process.

The GLA's Regeneration Team and TfL's Urban Design Team have developed substantial expertise in strategic place-shaping and regeneration. With experience developing planning frameworks, delivering regeneration and public space projects, both teams can offer advice on design, place-shaping and procurement of skilled and design consultants. In the first instance, please contact the relevant Panel Manager.

## **LOT DESCRIPTION AND APPOINTED CONSULTANTS**

92 practices have been appointed across 12 categories which include expertise with expanded categories in architecture, including housing, transport-led development and masterplanning.



- LOT 1**      **Urban Strategies, Spatial Policy, and Research**
- LOT 2**      **Site Masterplanning and Development Feasibility**
- LOT 3**      **Public Realm and Landscape**
- LOT 4**      **Architecture – Housing and Mixed-use**
- LOT 5**      **Architecture – Commercial, Workspace, Health, Education, and Civic Buildings**
- LOT 6**      **Over-Station Development and Transport infrastructure interface**
  - LOT 6A**      **Over Station Development and Transport Infrastructure (Housing)**
  - LOT 6B**      **Over-Station Development and Transport infrastructure interface (Commercial)**
- LOT 7**      **Transport Design**
  - LOT 7A**      **Transport Design: Transport Architecture and Interchange Design**
  - LOT 7B**      **Transport Design: Underground, Rail and Specialist Infrastructure**
- LOT 8**      **Cultural Strategy and Public Art**
- LOT 9**      **Engagement, Local Regeneration and Design Advice**
- LOT 10**     **Heritage and Conservation**
- LOT 11**     **Smart Strategies, Environmental Design and Sustainability**
- LOT 12**     **Graphic Design, Modelling and Visualisation**

The following pages set out the lot descriptions and details of the suppliers appointed to each lot. For the complete set of lot descriptions, as drafted in the SQ and ITT process for the framework, please contact the relevant panel manager.

## LOT 1 URBAN STRATEGIES, SPATIAL POLICY, AND RESEARCH

Lot 1 suppliers can provide services related to the proactive planning and shaping of places, projects and London-wide initiatives including strategic research, design studies and area plans to underpin spatial policy. The following areas of expertise are covered: urban design, planning policy, strategic and spatial research, masterplanning, public realm, landscape design and transport.

Practices and practitioners in lot 1 have an excellent understanding of the policy issues and challenges surrounding development and urban design in London, a proven ability to influence, work in partnership with and negotiate with a wide range of stakeholders, and a persuasive, authoritative, flexible and sensitive approach.

The suppliers in this lot can be expected to:

- Prepare briefs for area frameworks, masterplans, development schemes and projects
- Assist and support the development of planning frameworks, including identifying visions, objectives and strategic opportunities
- Produce or advise on urban strategies, area plans and area frameworks
- Develop design-related policies and guidance
- Advise on the urban design and architectural aspects of schemes seeking planning approval; this includes public inquiries
- Undertake research, evidence gathering, analysis and data presentation to underpin future policy and planning
- Advise on strategic regeneration matters in Greater London

### APPOINTED SUPPLIERS

**5th Studio**  
**DK-CM**  
**Hawkins Brown**  
**Maccreeanor Lavington**  
**Publica**

**AECOM**  
**Gort Scott**  
**Kinner Landscape Architects**  
**Muf Architecture**  
**We Made That**

## LOT 2 SITE MASTERPLANNING AND DEVELOPMENT FEASIBILITY

Lot 2 suppliers can provide services related to masterplanning and development of sites in public sector ownership or on sites or projects owned or led by other partners in London. Masterplanning services include, urban design and architectural expertise to deliver new homes, jobs and key transport improvements across London and expertise of developing feasibility studies underpinned by a credible financial basis.

The suppliers in this lot can be expected to:

- Deliver site-specific development feasibility studies and masterplans
- Provide innovative, commercially-grounded and sensitive solutions for development sites in complicated urban and suburban contexts
- Undertake design studies for various uses including residential, mixed-use, town centre uses, public realm, transport interchanges, over-site and industrial uses, considering massing, layout, and character
- Provide design guidance and parameters on masterplans and advice on the urban design of major schemes, with the aim of achieving the highest possible design quality
- Work collaboratively with public and private developers and landowners

### APPOINTED SUPPLIERS

**5th Studio**  
**DSDHA**  
**Fletcher Priest Architects**  
**Hawkins Brown**  
**Maccreeanor Lavington**

**Adam Khan Architects**  
**Feilden Fowles Architects**  
**Gort Scott**  
**Karakusevic Carson Architects**  
**Stitch Studios**

## LOT 3 PUBLIC REALM AND LANDSCAPE

Lot 3 suppliers can provide services related to improving the quality and accessibility of hard and soft public realm and spaces, in London, including streets, squares, green and open spaces and green infrastructure. This work includes developing strategies, generating policies and investing in London's public realm, as well as design guidance and advice relating to the public realm, streetscape, landscape and green infrastructure elements of major transport and development schemes and proposals.

Practices and practitioners in lot 3 can work in multi-stakeholder environments to deliver briefs, concept designs, feasibility studies and detailed designs for the public realm, including construction information and monitoring and maintenance plans, applicable at all scales.

In addition they can provide intelligent analyses and research on public realm, streets and green infrastructure, which could contribute to policy and strategy development for areas within London or the city as a whole. All suppliers have an excellent understanding of the current and emerging environmental and transport policy contexts, such as the TfL 'Healthy Streets' agenda.

### APPOINTED SUPPLIERS

**5th Studio**

**DK-CM**

**Emergent Vernacular**

**Kinnear Landscape Architects**

**Publica**

**Sustrans**

**AREP VILLE**

**East Architecture Landscape**

**JL Gibbons**

**LDA Design**

**Stanton Williams**

**We Made That**

## LOT 4 ARCHITECTURE – HOUSING AND MIXED-USE

Suppliers in lot 4 can provide services related to the design and delivery of housing and housing-led mixed-use developments being brought forward by the public sector and its partners to support the Mayor's plans to deliver new homes across London.

The practices and practitioners have the expertise to deliver housing-led projects of varying type and scale from a single building to a block, street or neighbourhood. Where appropriate, consultants will make use of Building Information Modelling (BIM).

The suppliers in this lot can be expected to:

- Work in both urban and suburban contexts
- Undertake designs for new-build, refurbishment and / or conversions
- Develop mixed use and mixed tenure schemes
- Provide design guidance and advice on the architecture and urban design of major schemes and proposals.

### APPOINTED SUPPLIERS

**Adam Khan Architects**

**Ash Sakula Architects**

**Gort Scott**

**Hans Van Der Heijden**

**Henley Halebrown**

**Karakusevic Carson Architects**

**Levitt Bernstein Associates**

**MAE**

**Maccreeanor Lavington**

**Mikhail Riches**

**Sarah Wigglesworth Architects**

**Stephen Taylor Architects**

## **LOT 5 ARCHITECTURE – COMMERCIAL, WORKSPACE, HEALTH, EDUCATION, AND CIVIC BUILDINGS**

Suppliers in lot 5 can provide services related to non-residential architectural projects delivered by the public sector and its partners in London. Projects may include commercial, industrial and other types as required including civic buildings, education uses, community uses, cafes, libraries, workspace, retail, healthcare, utility buildings, bridges and infrastructure.

Practices and practitioners in lot 5 have the expertise to integrate non-residential uses within housing schemes, and can work on projects comprising new-build works and/or refurbishment and or conversion. In addition, suppliers can be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals.

Where appropriate, consultants will make use of Building Information Modelling (BIM).

### **APPOINTED SUPPLIERS**

#### **6a Architects**

**Allford Hall Monaghan Morris**

**Carl Turner Architects**

**DRDH Architects**

**Feilden Fowles Architects**

**HAT Projects**

**Stanton Williams**

#### **Adam Khan Architects**

**Architecture 00 Ltd**

**Carmody Groarke**

**Duggan Morris Architects**

**Gort Scott**

**Haworth Tompkins**

## **LOT 6 OVER-STATION DEVELOPMENT AND TRANSPORT INFRASTRUCTURE INTERFACE**

The Mayor of London has clearly set out the requirement to utilise public sector land for housing in London. This also applies to land owned by Transport for London. Suppliers in lot 6a and 6b can provide comprehensive design solutions around and above operational transport facilities.

## **LOT 6A OVER STATION DEVELOPMENT AND TRANSPORT INFRASTRUCTURE (HOUSING)**

Suppliers in lot 6a can provide services related to design and delivery of housing and housing-led mixed-use developments in challenging locations above, adjacent or as part of public transport infrastructure. Practices and practitioners have demonstrable expertise in the following areas in order to deliver residential accommodation, around and above operational transport facilities:

- Structures – including over-station development, vibration / noise decking and crash decks
- Movement – of passengers, residents, public and private vehicles; station legibility and pedestrian analysis
- Townscape – heights, massing, heritage and natural light
- Construction management – successfully delivering major projects above live infrastructure
- Value-maximisation

**Please note: Lot 6a is reserved for use exclusively by TfL Property only**

### **APPOINTED SUPPLIERS**

**dRMM  
Hawkins Brown  
Tate Hindle  
Maccreehan Lavington  
PLP Architecture  
EPR Architects  
HOK International  
Alford Hall Monaghan Morris**

## **LOT 6B OVER-STATION DEVELOPMENT AND TRANSPORT INFRASTRUCTURE INTERFACE (COMMERCIAL)**

Suppliers in lot 6b can provide services related to architectural, non-residential projects delivered by the public sector and its partners in London. Practices and practitioners have demonstrable expertise in one or more of the following fields in order to deliver good growth; commercial, workspace, office and retail.

- Structures – including over-station development, vibration / noise decking and crash decks
- Movement – of passengers, residents, public and private vehicles; station legibility and pedestrian analysis
- Townscape – heights, massing, heritage and natural light
- Construction management – successfully delivering major projects above live infrastructure
- Value-maximisation

**Please note: Lot 6b is reserved for use exclusively by TfL Property only**

### **APPOINTED SUPPLIERS**

**Fletcher Priest Architects  
Hawkins Brown  
Foster & Partners  
Skidmore Owings and Merrill Inc  
Grimshaw  
Allies & Morrisons  
Lifschutz Davidson Sandilands  
Alford Hall Monaghan Morris**

## LOT 7 TRANSPORT DESIGN

Suppliers in lot 7 can provide services related to upgrading the transport network across London and are working to improve London's transport infrastructure; its functionality, the quality of the user experience and the overall design quality.

## LOT 7A TRANSPORT DESIGN: TRANSPORT ARCHITECTURE AND INTERCHANGE DESIGN

Suppliers in lot 7a are able to deliver the concept design, feasibility study and detailed design through to construction information and monitoring stages for transport architecture and interchanges projects at small and large scales.

This includes station designs for all transport modes, over-station development, interior design and fit out, buildings associated with transport infrastructure requirements, and the public realm immediately associated with transport interchanges. In all cases practices are expected to explore all opportunities to create or reinforce places which are safe, attractive and convenient to use.

### APPOINTED SUPPLIERS

5th Studio  
DSDHA  
Fereday Pollard Architects  
Gensler  
Karakusevic Carson Architects  
Urban Movement

Allies & Morrison  
Farrells London  
Foster & Partners  
Hawkins Brown  
Landolt and Brown  
Weston Williamson & Partners

## LOT 7B TRANSPORT DESIGN: UNDERGROUND, RAIL AND SPECIALIST INFRASTRUCTURE

Suppliers in lot 7b are able to support the improvement of the transport network through its functional operation, enhancement of the user experience and promote the best design quality of all its elements and strengthen the interface and connections with the public realm and surrounding built environment.

Practices and practitioners can be expected to cover services from concept design, feasibility study, detailed design through to construction information and monitoring stages for underground, rail and specialist infrastructure. This includes elements such as bridges, airport components, cable cars and cycle hire stations.

### APPOINTED SUPPLIERS

5th Studio  
Benedetti Architects  
Grimshaw  
Hawkins Brown  
Landolt and Brown  
Lifschultz Davidson Sandilands  
Lyndon Goode Architects  
Matter Architecture  
Pringle Richards Sharratt  
Robin Lee Architecture  
Weston Williamson & Partners  
Wilkinson Eyre

## **LOT 8 CULTURAL STRATEGY AND PUBLIC ART**

Suppliers in lot 8 can provide services related to promoting London's high quality and diverse arts and culture offer. Practices and practitioners hold demonstrable expertise in the development of cultural strategies, research, cultural curation, and specialist public art advice and placemaking strategies.

Practices and practitioners in lot 8 can also provide services relating to commissioning and procuring public art, relationship building, stakeholder engagement and curation, and the management and maintenance of art installations. They are also able to deliver specialist advice in the field of arts and culture to ensure delivery of intelligent, contextual, current and high quality contributions, and can provide relevant expertise to support the delivery of the Mayor's Cultural Infrastructure Plan.

### **APPOINTED SUPPLIERS**

**Carl Turner Architects**  
**Dallas Pierce Quintero**  
**DK-CM**  
**Muf Architecture**  
**Publica**  
**The Klassnik Corporation**

## **LOT 9 ENGAGEMENT, LOCAL REGENERATION AND DESIGN ADVICE**

Suppliers in lot 9 are able to work across varying scales of regeneration and built environment related projects to engage with and build the capacity of local communities, as well as providing intelligent, contextual and high quality architectural and place-shaping advice.

Practitioners have specialist skills in one or more of the following areas; urban design, place-shaping strategies, masterplanning, architecture, public realm, landscape design, social enterprise, community engagement, participation and co-design.

The suppliers in this lot can be expected to:

- Promote asset-based community development and enterprise projects that stimulate economic activity, and bring vibrancy to vacant premises and under-used spaces
- Deliver local community engagement and capacity building through long term involvement or short term interventions
- Prepare briefs for area frameworks, masterplans, development schemes and projects
- Review and advise on emerging proposals and planning applications for planning authorities and other stakeholders
- Design and deliver place-specific, innovative and interactive events in high streets, communities and other public places
- Advise on the design of single buildings or urban strategies, area plans and area frameworks or masterplans
- Contribute to the development and implementation of procurement strategies, advising on best practice

### **APPOINTED SUPPLIERS**

**Adams & Sutherland**  
**Architecture 00**  
**Carver Haggard**  
**Pidgin Perfect**  
**RCKa**  
**Studio Weave**  
**We Made That**

**AOC**  
**Carl Turner Architects**  
**Muf Architecture**  
**Public Works**  
**Studio Tilt**  
**The Decorators**  
**What If Projects**

## LOT 10 HERITAGE AND CONSERVATION

Suppliers in lot 10 can provide services related to preserving and enhancing heritage buildings and structures, ensuring that they continue to contribute to London's distinctiveness and sense of place. They can support consultancy services for all aspects of heritage work, from architectural and engineering input to archaeological and socio-cultural surveys, historic landscapes, strategic planning advice, impact assessments and individual building or area-based conservation plans.

Practices and practitioners have demonstrable expertise in providing design services to deliver historic building and area conservation and adaption projects, as well as expertise which covers strategic, consultative, educational or advisory support with a particular focus on providing advice to public sector clients, including experience working with Historic England.

The suppliers in this lot can be expected to provide: Heritage impact assessments; Conservation and historic building advice; Conservation management plans; Grant and funding advice; Heritage impact appraisals; Heritage reports and assessments; Planning guidance; Townscape and area appraisals; Feasibility studies for heritage assets; Condition and building surveys for heritage assets and buildings at risk; Advice for new quality and sensitive building design and masterplanning in heritage contexts, for example in a conservation area.

### APPOINTED SUPPLIERS

**Acanthus Architects**

**Allies & Morrison**

**Carmody Groarke**

**Feilden Clegg Bradley Studios**

**Haworth Tompkins**

**Alan Baxter**

**Avanti Architects**

**Donald Insall Associates**

**Giles Quarme & Associates**

**Lyndon Goode Architects**

## LOT 11 SMART STRATEGIES, ENVIRONMENTAL DESIGN AND SUSTAINABILITY

Suppliers in lot 11 are harnessing technology to improve the sustainability of the built environment in London by developing strategies and policies, investing in physical improvements that contribute to a more sustainable and intelligent city and delivering exemplar projects or working with others to improve their schemes.

Practitioners can undertake analysis and research to contribute to strategies and policy, as well as building-specific design advice. This can also include the production of guidance and parameters on sustainability of major schemes, transport infrastructure and development proposals, including new-build and retrofits. In each case, their aim is to achieve the highest possible environmental sustainability standards, including resilience, resource consumption, energy use and supply.

In addition, they can provide expertise in smart cities and the innovative use of data, platforms and digital products by all public service providers. Practices and practitioners have knowledge and experience of developing new business models that use data and technology to manage London's services more efficiently, improve coordination and integration between service providers, support better collaboration between and amongst citizens and the public and private sectors, and engage the market to invest in and develop these new innovations.

### APPOINTED SUPPLIERS

**Atkins**

**HOK International**

**Ove Arup & Partners**

**Foster & Partners**

**Jacobs Engineering UK**

**Steer Davies Gleave**



## LOT 12 GRAPHIC DESIGN, MODELLING AND VISUALISATION

Suppliers in lot 12 communicate and promote their work in the fields of architecture, urbanism, spatial policy and regeneration through printed publications, visualisations, exhibitions, film and digital media. They have demonstrable expertise in providing effective communication to stakeholders and interested parties.

The practitioners in this lot can be expected to support the delivery of effective communication materials, including:

- Tailored, contextual and sophisticated visual communication tools including physical models, visualisations (CGI and other techniques) and animation
- Research, policy, strategic and other documents relating to architecture and urbanism
- Data analysis, visualisation and modelling to support the production of evidence-based urban strategies
- Support on the design of publications, exhibitions, websites or other promotional material related to design, architecture and urbanism
- Place-based identities, branding and marketing strategies.
- Public signage design, architectural graphics, and advice on implementation with a place-based, contextual approach

### APPOINTED SUPPLIERS

**Baxter and Bailey**  
**BOB Design**  
**Europa**  
**Objectif**  
**Studio Tilt**  
**Uniform**  
**Wagstaffs Design**  
**Weston Williamson & Partners**

## HOW TO USE THE FRAMEWORK – A STEP-BY-STEP GUIDE

This guide should be used by all authorities wishing to use the Architecture Design and Urbanism Panel.

The timeframes associated with using the panel and appointing a supplier will depend on the requirements of your brief / specification, and the time it takes to work through the various stages of the process. An overview of this process with indicative times is outlined below:

**1–2 WEEKS: PRE-PREPARATION**

**1–2 WEEKS: SPECIFICATION / BRIEF DEVELOPMENT**

**4–6 WEEKS: MINI-COMPETITION**

**1–2 WEEKS: EVALUATING BIDS**

**1 WEEK: INTERVIEWS**

**1 WEEK: SELECTION**

**2 DAYS: APPOINTMENT**

**3 WEEKS: ENTER INTO CONTRACT**

The following pages expand each of the stages listed above and provide further explanation.

## STEP PROCUREMENT PROCESS

### PRE-PREPARATION (1-2 WEEKS)

- 1 Contact the relevant Panel Manager (GLA / TfL) to confirm whether the requirement fits within the scope of Architecture Design and Urbanism Panel.**

Ensure that you will be able obtain the necessary financial approval to carry out this procurement.

- 2 Ensure that you have an appropriate filing system for audit purposes.**

Use consistent project name and reference number.

- 3 Define the project objectives. Develop a procurement timeline to meet the requirement deadline and include this in the Statement of Requirement / Specification.**

Use pre-procurement advice service if required and / or discuss with your in-house legal and procurement teams.

- 4 Complete and return the panel request form (Pro forma A), providing key project information and lot selection, and send to the relevant Panel Manager.**

- 5 Advise your legal teams about using panel terms and conditions** Seek advice on special terms that you might need to have included in the ITT and resulting contract<sup>1</sup> such as Intellectual Property and Confidentiality provisions.

Contact the Risk Team for levels of insurance cover suppliers must have to carry out the assignment.

The Framework Agreement sets the Insurances as follows:

- Employer's (Compulsory) Liability Insurance = £5m\*
- Public Liability Insurance = £10m
- Professional Indemnity Insurance = £2m

\*It is a legal requirement that all companies hold Employer's (Compulsory) Liability Insurance of £5 million as a minimum. Please note this requirement is not applicable to Sole Traders.

Insurances should be checked on a project specific basis. It is the responsibility of the commissioning officer to ensure that the required level of insurance is in place. However levels should be proportionate to the task and not serve as an undue restriction to any given appointment.

Please refer to Schedule 10 of the Framework Agreement for further details on professional indemnity insurances.

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<sup>1</sup> The Architecture Design and Urbanism Panel uses a standard call off contract, contained within Schedule 6 of each practice's framework agreement. Refer also to step 18.

## SPECIFICATION / BRIEF DEVELOPMENT (1-2 WEEKS)

6

### Prepare and complete your specification for the project.

The specification or brief is the single most important document at procurement stage for describing the content of your project. Each project is different, but broadly, a clear specification should include the following, in this order:

#### Brief:

- Clear and succinct description of what you are looking for from the supplier
- Wider project aims (including social value)
- Delivery timescales of the commission
- Deliverables of the commission
- Options for eventual contractor procurement route and effect on the role of the design team and scope of services (i.e. Design and Build, Traditional etc.)
- Key challenges
- Project background (including development of the project to date, wider project timescales and deliverables, site plans and location information, client structure, stakeholders, etc.)

#### Submission requirements:

- Documents required for the submission (e.g. statement of approach, team CVs etc.)
- A summary of the consultant's understanding of the project requirements
- The proposed approach for undertaking the work, including a project plan
- Details of the consultancy team (if required), including their level of expertise, knowledge and skills. This should be supported by

a breakdown of who will be undertaking each part of the work, the number of days each consultant will work on the project, their daily rates and their core responsibilities

- Each part of the work should be clearly costed
- If applicable, reference to any further submission requirements not described in the specification (e.g. policy information, declarations of conflict of interest etc.)

#### Procurement process information:

- Submission dates and process
- Description of assessment process, and evaluation criteria
- Any special terms related to the commission, such as performance standards, proposed payment structure, acceptance criteria

It is important that suppliers are provided with sufficient information to make an informed decision on whether or not they wish to bid.

Remember that all panel suppliers have already undergone a rigorous two-stage competitive process to qualify onto the framework and so it is encouraged that your brief is specific to your project requirements and of a comparable scale to the commission.

Please note, authorities should bear in mind that too much information is not advisable and can often be counterproductive to attracting high quality bids.

## **Confirm the budget for the commission, and set out in specification**

There are arguments in favour and against revealing the budget when procuring, related to the perception of how to achieve best value for a commission.

It is usually counter-productive to conceal the budget when commissioning design services as, if a known budget is described, your procurement can essentially more easily compare bids like-for-like on how much resource, and of what quality, based on a common understanding of the fee available.

Authorities should be aware that revealing a budget does reduce the opportunity for competitive pricing – bids will almost always reach the stated budget. However, when the budget is known and / or in the public domain, it is fairer and transparent to reveal it in a procurement process. The authorities' skill (or that of others) may need to be deployed to gauge what is a suitable budget for a commission – care should be taken to not describe unfeasible deliverables for an unreasonable budget. Often lack of clarity of what a project contains can be a given at the consultant commissioning stage, and the value and work required to resolve this should be recognised.

Suppliers understandably much prefer describing what they can provide within a stated fee range, rather than determining the minimum quality of acceptable service whilst aiming to arrive at the minimum fee proposal.

When concealing a budget for fees, the specification needs to be clear, precise and detailed enough, with little flexibility for future change, in order for the supplier to provide a well-costed quote.

In all cases, a clear specification, with defined expectations for the project deliverables (even if uncertainties about the consultants detailed workload remain) is key to achieving value from consultant services.

When a project has multiple future stages, it is advisable to break down how a bidder allocates cost and resource into stages of the project. Equally, when a commission calls for sub-consultants under the lead consultant, you should structure how bidders complete their cost and resource allocation across different disciplines, so you can assess the relative allocation when assessing.

## Develop your evaluation criteria based on the Architecture Design and Urbanism Panel evaluation ratio

Each call-off must be let on the basis of clear award criteria which should be included in the relevant section in the specification described above.

In line with the Mayor's priorities for Good Growth and social inclusion and diversity, the Architecture Design and Urbanism Panel technical assessment criteria is 70% for quality including social value, 25% value for money, and a further 5% is awarded for the quality and project specific nature of bidders' equality, diversity and social inclusion plans.

The Architecture Design and Urbanism Panel award criteria are as follows:

### 70% Technical (quality)

#### Proposed methodology including approach to the brief and design intent

- Sound appreciation of the issues addressed in the specification / brief
- Realistic, concise, achievable project methodology which addresses each of the tasks set out in the specification
- Clarity and focus of tender, including effectiveness in articulating the detailed methods to be used
- **Statement of approach to achieving social value within the project.** Considerations within this can include:
  - Approach to local engagement, participation and co-design
  - Approach to designing for the various needs of the project users, existing local communities and future community needs, with specific regard to promoting

- physical, social and economic accessibility
- Approach to collaborating with groups (with protected characteristics) within the existing community who are historically under-represented in the authorship of the shared, local built environment
- **Quality Assurance and Project Management**
  - Effectiveness of quality assurance and project management procedures for delivering a high-quality project on time
  - Proposed resource and personnel allocation, and programme
- **Relevant Experience in Relation to the Project Requirements**
  - Evidence of working on projects of similar nature including project examples
  - Appropriate range of skills of the project team / experience of staff allocated to the projects, CV's to be included with the responses. Experience of consortium working together
  - Design and research skills, capability and capacity

### 5% Equality, Diversity & Inclusion

#### Proposed Approach

- Practice and project team diversity statement / policy as provided at Framework procurement, current version updated as necessary (not assessed)
- Statement of intent / updated action plan specific to each project (assessed) Considerations within this can include
  - Approach to working with under-represented led practices (collaboration, incubation, sub-contracting as part

- of the project team, not only for the purposes of community consultation)
- Approach to sharing cultural capital with under-represented groups (mentoring, outreach, training)
- Approach to working with schools and universities to promote equality diversity and inclusion in the built environment sector (lectures, talks, bursaries, apprenticeships, structured outreach)

### **25% Financial (cost)**

#### **Achieving Value for Money**

- Value for money evidence provided in a pricing schedule – day rates etc.
- Schedule of fees – GLA / TfL hold standard day framework day rates but advise that as part of the tender process, authorities request a fee proposal and breakdown against your stated deliverables, based on the day rate schedule provided in the proforma section of this user guide

The above sets out many indicative areas to consider under the criteria and can be developed further on a project basis in order to respond to the requirements of the brief.

Users should be aware that the GLA / TfL strongly recommend retaining considerations under broad criteria to be assessed in the round, rather than breaking scores into multiple small percentages. The overarching 70 / 25 / 5 split must be adhered to at all times.

Further guidance on recognising and assessing social value, equality, diversity and inclusion is being developed, and will be made available on request.

## **MINI COMPETITION (4-6 WEEKS)**

9

### **Invite all suppliers in the relevant Lot(s) to submit bids in a 'mini competition'.**

The panel can experience busy periods and in some cases it is helpful to issue an expression of interest. This gives notice and advance warning to the suppliers but can also be helpful to the client in gauging appetite for the commission.

The invitation should be accompanied by the project specification with evaluation criteria / weightings. Specify a closing date and time. The time limit for responses should take into account the complexity of the project and the time needed by tenderers to submit their bids.

Bids should be submitted under the framework terms and conditions. For GLA and TfL, this should be via the e-tendering portal. Other organisations can use their own systems. Government preference is towards e-procurement.

Only suppliers that are members of the panel can be invited to submit bids. It is not possible to extend the invitation to other organisations.

**10 Manage questions and queries**

If any questions arise during the tender process, responses should be issued to all bidders that were invited to bid. In order to manage clarification questions, specify that all questions should be made via an effective system (e-tendering, email or similar) and stipulate a timeframe for accepting questions before the closing date.

The Project Manager must be available to reply to any questions during this period.

**EVALUATING BIDS (1-2 WEEKS)**

**11 Correctly collate and compile submissions**

For GLA and TfL, submissions received by email (by arrangement) will be uploaded to the e-tendering portal.

Ensure that the bids are opened in a way that is compliant with procurement regulations and is objective.

**12 Have evaluators sign a Declaration of Conflicts of Interests form.**

Before evaluation can begin, evaluation panel members will need to sign a Declaration of Conflicts of Interests form to declare that evaluators do not have a financial interest or an affiliation with suppliers that have submitted proposals.

There is no legal requirement to hold a standstill period following a mini competition. A clear evaluation approach is needed, otherwise there will be no mechanism for which to explain the award decision.

When design services are being procured, it is strongly recommended that the evaluation panel includes individuals from a design background and / or who have experience in assessing design quality.

**13 Undertake evaluation**

A preliminary technical assessment of quotations and methodologies will be undertaken following which shortlisted consultants will be invited to interview. The final evaluation will take into account information provided at interview.

The panel should individually assess each bid against the evaluation criteria by allocating scores. Each score should be supported with detailed comments. A template evaluation score sheet matrix is included in Appendix F.

**14 The Evaluation Panel meet and agree a consensus score for each submission.**

## INTERVIEWS (1 WEEK)

### 15 Carry out interviews

Interviews / presentations should be used to moderate the submissions' scores, modifying them as necessary. The outcome of the interview process combined with paper evaluation will then indicate the preferred supplier.

When design services are being procured, it is advisable to carry out interviews as part of the final assessment so that the qualitative aspects of the consultants response can be fully assessed.

The clarification interview is best carried out in the format of a presentation and questions. Standard question areas should be prepared for panellists, but it is reasonable to ask clarification questions under the principle headings, in areas that either the written submission or the interview response has not clarified.

As with the wider assessment, notes should be recorded of interview assessment, as unsuccessful suppliers may request further debriefing about their proposals. This debriefing should preferably be done in writing.

It is advisable for interview panels to be composed of a range of skills including a high degree of Design Competency.

## SELECTION (1 WEEK)

### 16 Arrive at an agreed preferred bid.

The assessment panel together arrive at the preferred bid. The combination of financial and technical scores should be done before post-interview discussions so that the assessment panel is clear of bid rankings, to agree the selected bid.

The preferred supplier with the highest score is selected because this is both the best response to the specification, and the most economically advantageous tender.

Further tendering rounds for the same commission should only be considered if all suppliers are requested to revise price due to the budget being lower than the prices submitted (this might arise due to changes in the specification, for example).



## APPOINTMENT (2 DAYS)

- 17 **Contact bidders via the e-tendering portal (or email) to notify them of the assessment outcome.**

## ENTER INTO CONTRACT (3 WEEKS)

- 18 **Prepare the Architecture Design and Urbanism Panel standardised call-off contract**

The Framework includes a standardised contract produced specifically for this task, so this is done by simply filling in Schedule Six of the Framework Agreement to produce the call-off contract.

No changes to the terms set out in the framework agreement are permitted. However, Attachment 3 of Schedule Six provides space for supplementing basic terms to reflect particular circumstances for the individual call-off only. Any Special Conditions that Authorities and public sector organisations wish to incorporate in the call off contract, must be relevant to the project only. Special Conditions cannot be used to alter and / or supersede the clauses in the Framework Agreement.

Neither the GLA nor TfL will be involved in the negotiation of terms and conditions of a call-off contract between the Authorities and the Selected Supplier. The GLA and TfL are only responsible for the overarching Framework Agreement. If any dispute arises in relation to the call-off contract then the following order shall apply:

- First: The call-off contract
- Second: The Framework Agreement
- Third: The scope and any other documents included in this call-off contract

Amendments to the call off contract have to be agreed with the panel manager, and must be drawn from a standard form of contract preferably in common usage and tested up by case law. Additional terms should not duplicate, contradict or undermine any of the clauses stated in the framework agreement. The contracting authority is responsible for the legal status of a contract with additions, the GLA / TfL does not review such arrangements, and has no liability in such cases.

- 19 **Issue the call-off contract to the supplier for signing.**

For TfL and GLA projects, this will be done by TfL Commercial. Other organisations should use their legal and / or commercial team.

The Project Manager needs to ensure that both parties have signed the contract before raising the purchase order. Please ensure that all orders and invoices are correctly coded. A copy of the counter-signed contract must be kept on the project file. A line manager with the appropriate level of delegated financial authority should counter-sign contracts.

20

**Report outcome of mini-competition to Panel Manager**

This is done by completing **proformas D and F** so that panel usage and equality, diversity and inclusion assessments can be recorded.

The information required for proforma D includes:

- Title of Project
- Project description and timescales
- Value of contract
- Start date and Term of contract
- Name of Successful Supplier / design team
- Mini competition process
- Daily rates if different from rates agreed under framework / panel
- Any value add / discount / savings obtained from supplier

Proforma F: Equality, Diversity and Inclusion Monitoring Form

21

**Copies of evaluation score sheets with comments made by the evaluation panel should be retained on file for audit purposes.**

# **AUTHORITIES LISTED IN OJEU NOTICE 2017 / S 069-131317**

The services may be provided to GLA/TfL and/or its subsidiaries and may also encompass London Regional Transport (LRT). TfL and the GLA have established a framework agreement for use by the following UK public sector bodies (and any future successors to these organisations).

A local asset backed vehicle or asset investment vehicle between a body listed and a private sector partner.

- Housing Associations in the UK
- A Minister of the Crown
- Acute trust (NHS)
- Arms Length management organisations (ALMOs)
- Almshouses
- Ambulance trusts
- British Broadcasting Corporation (BBC)
- British Rail Board (residuary)
- British Waterways
- Business Innovation and skills
- Care trusts
- Central government departments, their agencies and non-departmental public bodies
- Community health councils
- Community land trusts
- Crossrail Ltd
- Crossrail 2
- Department for communities and local government
- Defence infrastructure organisation
- Department for Environment, Food and Rural Affairs
- Department for Culture Media and Sport
- Department for health arm's length bodies

Department for Transport  
Department of Education  
Department of Energy and Climate Change  
(including coal authority)  
Driver and Vehicle Licensing Agency  
Education establishments, institutions and organisations  
Environment Agency  
Essex Wildlife Trust  
Extracare providers  
Fire authority  
G15 members  
G320 members  
General practitioners  
Greater London Authority  
Greater London Authority group  
High Speed 2  
Highways agency  
Historic London  
Home office  
House of Parliament  
Judicial system (Ministry of justice)  
L9 group of housing associations in London  
Land Registry  
Lee valley regional park authority  
London Economic Action Partnership  
Local Enterprise Partnerships  
Local authorities  
Local development agencies  
Local health boards  
London & Continental Railways Ltd  
London boroughs (all 33) & City of London  
London Fire and Emergency Planning Authority  
London Legacy Development Corporation  
London Wildlife Trust  
Mayoral development corporation  
established under the Localism Act 2011  
Mental health trusts  
Metropolitan Police Authority  
Ministry of Defence

National Housing Federation  
National Trust  
Natural England  
NDA properties Ltd  
Network Rail  
NHS  
NHS foundations trusts  
NHS hospital trusts  
NHS property services Ltd  
Nuclear Decommissioning Authority  
Oil & Pipeline Agency  
Old Oak and Park Royal Development Corporation (OPDC)  
Olympic Delivery Authority  
Olympic Park Legacy Company  
Port of London Authority  
Primary care trusts  
Registered providers  
Royal Docks Management Authority  
Royal Mail  
Royal Parks  
Royal Society for the Protection of Birds  
Special health authorities  
Strategic health authorities  
The Crown Estate  
Thames Chase Trust  
Transport for London and its subsidiaries  
Vehicle and Operator Services Agency

# LIST OF PROFORMAS

- A**    **Architecture Design  
and Urbanism Panel request form**
- B**    **Email template for inviting suppliers  
to submit bid**
- C**    **Example Template – Estimated Fees**
- D**    **Procurement summary**
- E**    **Example Evaluation Scoring Sheet**
- F**    **Equality, Diversity and Inclusion Monitoring Form**

