

<p>Introduction</p>	<p>This worked example describes the process for procuring a programme of works, using a further competition route.</p> <p>This procurement approach can be useful when one or more Additional Clients have a requirement for multiple contracts to be awarded over a period of time, and there are common contract characteristics. Efficiencies are often obtained when doing this due to e.g.:</p> <ul style="list-style-type: none"> <li>• Common management of multiple contracts by both Additional Clients and Contractors</li> <li>• Application of common construction standards across multiple contracts</li> <li>• Cost efficiencies through economies of scale</li> <li>• Efficient procurement methodology</li> <li>• Facilitates continuous improvement</li> </ul> <p>Specific Procuring Programmes guidance in the following sections is <i>highlighted in italics</i>.</p>
<p>Register for use of the Framework</p>	<p>If not already registered as an Additional Client for the relevant Lot Alliance, complete and submit a Registration Document. Once approved by CCS Alliance Manager and notified to other Alliance Members, you will be able to access the Framework Suppliers.</p> <p>Complete and submit a User Access Agreement for the particular project or programme of works. This will generate your UAA project reference. The UAA reference must be quoted on all documentation to allow CCS to centrally manage Framework suppliers and contracts.</p> <p>(Registration Documents and User Access Agreements are available on the Framework website – <a href="https://www.crowncommercial.gov.uk/agreements/RM6088">https://www.crowncommercial.gov.uk/agreements/RM6088</a>)</p>
<p>Works Contract Packaging Considerations</p>	<p><i>Multiple projects included in a programme of work should normally have similar characteristics. Examples might be:</i></p> <ul style="list-style-type: none"> <li>• <i>The scope of work in each contract is similar.</i></li> <li>• <i>The technology used in each contract is similar.</i></li> <li>• <i>The location that the works are being carried out in is similar.</i></li> <li>• <i>Project management requirements for all contracts are similar (e.g. all need to be carried out under a specific security regime.)</i></li> </ul> <p><i>Consider whether it is more effective to batch:</i></p>

	<ul style="list-style-type: none"> <li>• <i>multiple projects into a single call off contract (e.g. as sequential phases of one contract with individual sectional completions, or as concurrently run sites under a single contract with common management and delivery team.), or</i></li> <li>• <i>multiple contracts into a single programme (separate, discrete contracts let as call-offs from a common programme procurement.)</i></li> </ul>
<div style="border: 1px solid black; border-radius: 15px; background-color: #4F81BD; color: white; padding: 10px; text-align: center;">                 Selecting the Appropriate Lot and Procurement Strategy             </div>	<p>Consider using the Lot Selection Guided Match tool (available on the Framework website – <a href="https://www.crowncommercial.gov.uk/agreements/RM6088">https://www.crowncommercial.gov.uk/agreements/RM6088</a>) to confirm the appropriate lot and link to appropriate supplier details.</p> <p>Consider using the Procurement Strategy Guided Match tool (available on the Framework website – <a href="https://www.crowncommercial.gov.uk/agreements/RM6088">https://www.crowncommercial.gov.uk/agreements/RM6088</a>) to support you in reaching a decision on the most appropriate procurement strategy. i.e. optimal combination of:</p> <ul style="list-style-type: none"> <li>• Procurement Route: e.g. "Traditional" Lump Sum; Design &amp; Build; Fee Based routes</li> <li>• Tendering Method: e.g. single stage, two-stage or negotiated methods</li> <li>• Pricing Mechanism: e.g. lump sum or target cost</li> <li>• Most appropriate industry standard forms of contract, relative to the potential procurement strategy identified.</li> </ul> <p>Selection of the procurement strategy should always take account of advice from appropriate specialists in the project design and delivery team.</p> <p><i>Specific considerations with regard to Programmes of Work:</i></p> <ol style="list-style-type: none"> <li>1. <i>When choosing the appropriate value banded lot, should the individual contract values or aggregated programme value be used?</i> <ul style="list-style-type: none"> <li>• <i>Either can be used at the Additional Client’s discretion, for example:</i></li> <li>• <i>If a large programme of Works will be happening on multiple sites concurrently, then it may be that the complex programme management requirements would deem a more sophisticated contractor most appropriate, who is used to dealing with large scale complex programmes. In this instance, you should consider using the aggregated value for determining the lot.</i></li> </ul> </li> </ol>

	<ul style="list-style-type: none"><li>• <i>However, if there will be a smaller number of sequential contracts to be delivered, it may be that you consider smaller, more flexible regional contractors to be more suited to deliver the requirements. In this instance, you should consider using the maximum individual contract value for determining the lot.</i></li></ul> <p>2. <i>When choosing appropriate regional sub-lots, what if the programme of work spans across 2 or more geographic boundaries?</i></p> <ul style="list-style-type: none"><li>• <i>You should carry out an assessment of the value of work to be delivered in each regional sub-lot and select the sub-lot with the highest proportion by estimated value.</i></li><li>• <i>In the event that there is a lack of capacity in the chosen region, you may extend the competition to an adjoining region.</i></li></ul> <p>3. <i>Are there specific industry contracts more suited to Programmes of Work?</i></p> <ul style="list-style-type: none"><li>• <i>This would normally be driven by the complexity of the individual contracts in the programme of work.</i></li><li>• <i>If the contracts are in themselves fairly complex, you should arrange your procurement to use one of the more sophisticated contracts (e.g. JCT/SBCC Minor Works, Intermediate or Standard Form; Design &amp; Build; NEC ECC3 or ECC4; PPC2000).</i></li><li>• <i>If the contracts are fairly simple in nature, it may be that one of the “term contracting” arrangements would be appropriate (e.g. JCT Term Contract or TAC-1), in which case, simple works orders can be used to make individual awards</i></li><li>• <i>The Project Brief must be very clear about how individual contracts will be awarded.</i></li></ul> <p>4. <i>Can I use a Direct Award process within a Programme of Work?</i></p> <ul style="list-style-type: none"><li>• <i>This would depend on the nature of pricing document that had been used in the further competition.</i></li><li>• <i>If there has been sufficient further competition to establish best value across the whole programme of works during evaluation, then an arrangement could be made with either a single successful supplier or limited range of suppliers all meeting the published value criteria. In that instance, direct award could be made to one of the successful suppliers.</i></li><li>• <i>If there has not been sufficient further competition to establish best value across the whole programme of works during evaluation, then a further competition should be held on each occasion. An example of this may be where e.g. a “down selection” of suitable suppliers has been made on the basis of them being able to meet the particular security and operational requirements of the Additional Client. The selected pool would be used at further competition for each individual contract in the programme of works.</i></li></ul>
--	--

Worked Examples

Scenario: Procuring Programmes of Work

<p style="text-align: center;">Further Competition Process</p>	<p>All suppliers in the Lot must be given the opportunity to submit a tender or to decline. If they decline, they must give a valid reason. Multiple failures to bid without valid reasons may lead to suspension from the Framework for a period (this can only be done by CCS).</p> <p>You should not request pre-qualification information that has already been assessed as part of the Framework evaluation process. This would include things such as:</p> <ul style="list-style-type: none"> <li>• Quality Management</li> <li>• H&amp;S Competence</li> <li>• Others ***</li> </ul> <p>You may carry out a further selection process, based on quality. This could include e.g.:</p> <ul style="list-style-type: none"> <li>• Evidence of enhanced security capability</li> <li>• Evidence of successful delivery of similar previous projects</li> <li>• Responses to Method Statements addressing project specific risks or issues</li> </ul> <p>You should carry out a further selection process based on price. The framework percentages and prices are maximums; suppliers may reduce prices at further competition stage but may not increase them.</p> <p>The Quality/Price ratio adopted at Framework level was 75/25. This may be varied by up to 25% at further competition stage i.e. the Quality/Price ratio may be anywhere between 50/50 and 100/0.</p> <p>The further competition process including evaluation must be carried out transparently and with pre-declared evaluation criteria, following Treasury and Cabinet Office guidelines. Seek further guidance from local commercial specialists or CCS if required.</p>
<p style="text-align: center;">Primary Documentation Requirements</p>	<ul style="list-style-type: none"> <li>• Project Brief</li> <li>• Form of Contract chosen for call-off</li> <li>• Boiler plate clauses</li> <li>• Project/Client Specific contract amendments/requirements</li> <li>• Specification / Scope / Works Information / Employer’s Requirements</li> <li>• Drawings</li> <li>• Pricing Document</li> <li>• Form of Tender</li> </ul>

	<ul style="list-style-type: none"><li>• Other</li></ul>
<p>Co-ordination with Others</p>	<p>An appropriate Design and Project Management team should be used to implement and manage the design / further competition / award and construction phases.</p> <p>This may be an in-house team or sourced externally, e.g. by using the CCS Project Management and Full Design Team framework.</p> <p>CCS should be advised of the outcome of the tender and award process to ensure appropriate framework level reporting and management of the supplier.</p>