

## **Scope of Service & Background**

### **1. Introduction and context**

Southwark Council are seeking the services of consultants to undertake Stage One of an options appraisal to identify and assess a number of potential options for development of council owned residential properties located in the south of the borough. This is to be progressed alongside an ongoing commission to cost consultants who are currently evaluating and consulting on refurbishment options. It is expected the successful bidder will evaluate both refurbishment and redevelopment options against an agreed financial and sustainability model.

The successful bidder will be expected to have broad knowledge and extensive experience in the provision of the services required which will be demonstrated by case studies during the selection process. You are invited to put forward a proposal on how you would progress the options appraisals taking into account all requirements within this brief and the scope of services. The council will provide additional information as required.

Ideally there will be no more than four options at the end of this stage. If more viable options exist then it may be necessary to carry out further studies before developing more detailed option appraisals. The option appraisals should include diagrammatic option studies to enable the council project team to understand both the positive and negative aspects of proposals which will assist in the selection of a preferred option during later stages. Options may range from refurbishment, to partial demolition and re-provision to full re-development. It should be noted that any redevelopment must ensure that at least the same number of existing council homes are provided within the foot print of the estate. The wider estate contains a number of low rise buildings and a tenants and residents hall currently used by council officers. A community group – The Livesey Exchange – have funding to develop a number of redundant underground garages for community use. This has been put on hold and an alternative site identified should the preferred option include the current site. The consultants appointed for this process will be expected to engage with the Livesey Exchange in developing the options.

It should be noted that the buildings are being decanted as regardless of final preferred option vacant possession is required. Secure tenants are given the right to return to their refurbished home or in the event of redevelopment to a suitable home on the new site. You need to consider how best to engage with all stakeholders

## 2. Expectations

Preparation of the appraisals will include site surveys and consultation with an existing resident's project team as well as the wider estate. At the conclusion of stage one the consultant is expected to prepare an options review report from which the council will be able to use for wider consultation and development in the selection of the preferred option.

The options review report is expected to contain as a minimum:

- A general description of the options
- Diagrammatic drawings
- Overall assessment of each option to include pros and cons
- Assessment of the impact and consequences to the council
- Assessment of the impact and consequences to residents, the local community and other community groups
- Financial and sustainability assessment of each option using the council's agreed model
- Planning permissions including any requirements for environmental impact statements
- Sustainability considerations
- Value management
- Whole life costs with an estimate assessment of costs
- Time frames, phasing options and key mile stones
- Risks
- Potential legal issues
- Technical constraints
- Indicative 3D Massing studies
- Indicative parking proposals
- Indicative amenity space calculations
- Density calculations
- Mix and tenure plans including unit sizes and floor levels
- Layer plans indicating mix and tenure locations
- Identification of local priorities that could be met and delivered alongside the development

### 3. Background

During 2017 the council became aware of a number of potential hazards impacting on four tower blocks located on the Ledbury Estate. The estate is located in the south of the borough just off the Old Kent Road. The blocks are of a similar construction type to a 22 storey building called Ronan Point which was located in the London Borough of Newham. In 1968 a gas explosion caused a flank wall to blow out and as a result partial collapse of the whole corner of the block. Advice was subsequently issued with regards to strengthening buildings and ongoing provision of a gas supply. Construction was between 1968 and 1970 when owned by the then Greater London Council and then passed on to Southwark Council in 1982. The towers are a large panel system, built by Taylor Woodrow. Floors and ceilings were made off site from concrete panels and then lifted and connected together to make the overall structure. The areas containing the lift and stairs in the middle of the buildings are also built from concrete panels.

In June 2017 the Council commissioned Arup, a structural engineering company, to check widespread cracking to the buildings which had been caused by thermal movement of the large concrete panels. Specific concerns were the cracks breached fire compartmentation and potentially fire safety. Arup were asked to check both the structural integrity of the buildings and the capacity to withstand disproportionate collapse.

Subsequent reports concluded the structure of the buildings are in good condition but to comply with Building Research Establishment and the Department of Communities and Local Government guidance issued in 2012, strengthening works are required. The works are intrusive and require decanting of all residents.

### 4. Property Details

Location

1-56 Bromyard House	SE15 1QE
1-56 Peterchurch House	SE15 1NF
1-56 Sarnsfield House	SE15 1ND
1-56 Skenfrith House	SE15 1NE

Bedroom break down by block

Bromyard House

Total properties	One Bed	Two Bed	Three Bed
56	10	10	36

Peterchurch House

Total properties	One Bed	Two Bed	Three Bed
56	28	0	28

Sarnsfield House

Total properties	One Bed	Two Bed	Three Bed
56	10	10	36

Skenfrith House

Total properties	One Bed	Two Bed	Three Bed
56	28	0	28

Tenure (as of 5 February 2018)

Tenanted	Leasehold
190	34

To note the tenanted number includes void properties. Specific details of voids and access to be issued on a need to know basis.

The towers are a part of the Ledbury Estate. The wider Estate includes the following blocks:

- 1-12 Windspoint Drive
- 13-30 Windspoint Drive
- 1-20 Credenhill Road
- 2-32 Naylor Road
- 268a - 276c Commercial Way

- 29-75 Ethnard Road
- 60-82 Bird in Bush Road
- 8-23 Hoyland Close

## **5. Steps so far**

The Arups report has been published on the LBS website for Ledbury and initial consultation has started with residents. A resident's project group (RPG) was set up in October 2017 to consider key stages as to what should happen next. A brain storming meeting was held on 5 December 2017 to consider draft scope of works and how to maximise resident engagement throughout the whole estate.

The council have appointed cost consultants to carry out studies of refurbishment options and provide estimated costs. This will look at various options ranging from strengthening and reinstatement works to full demolition of the estate and re-provision of social housing. The purpose of that commission is to for the cost consultant evaluation of refurbishment options to be available to the options appraisers who will include in the Financial & Sustainability assessment.

The cost consultants produced the first in the week commencing 15 January 2018 to allow for discussion at the residents project group that was held on 16 January 2018. Wider consultation took place on the first draft at the end of January 2018 and early February 2018 and the results were presented to the RPG on 6 February 2018. Further key dates will be developed as the consultations and options progress. It is expected that the initial cost phase will complete towards the end of March 2018.

## **6. Consultation**

There is a well established residents project team who meet on a monthly basis during the evening .The meetings generally are 2 hours in length and are held at the TRA Hall on site. The successful tenderer will be expected to attend these meetings as required. It is anticipated there will as a minimum be around 6 in total throughout Stage One. Consultation with the wider estate to discuss progress and options is also expected. It is anticipated that there will be as a minimum a total of 3 to the conclusion of Stage One. These meetings will be held at the TRA Hall on site and are expected to be outside of office hours .All meetings with residents will be chaired by a residents friend from an organisation known as Open Communities. The successful tenderer will be expected to hold at least one training work-shop with the residents project team during the development phase of this project, details of how you intend to do this should be given in the method statements as part of the mini-competition.

The successful tenderer is expected to provide residents and other stakeholders with opportunities to comment and feedback on proposals and performance in relation to the services required and the & views of residents and other stakeholders should be clearly stated in the Options Appraisal report

## 7. Evaluation

Tender returns will be evaluation using a 60/40 price /quality weighting, details of which are given in the price/quality evaluation documents attached.

## 8. Form of contract

The successful tenderer will be expected to enter formal contract with the Council. The form of contact will be standard professional services contract (under EU threshold)

## 9. Time table procurement of services

The time table for the procurement of the services as set out in this brief is as follows:

Activity	Estimated Date
Issue of Invitations to tender	19 February 2018
Last date for receipt of ITT clarifications	5 March 2018
Last ITT clarification responses posted on website	7 March 2018
Closing date for receipt of tenders	8 March 2018
ITT Evaluations	14 March 2018
Presentation / Interview (If Applicable)	W/C 21 March 18

**10. Estimated timetable for delivery of Stage One Options Appraisal**

<b>Activity</b>	<b>Estimated Date</b>
Initial development / training with RPG	March 18
Options Appraisal Work undertaken / consider format of presentation to wider group	April May/June 18
First Options Draft to client / RPG / review options to be presented to residents	June 18
Full resident consultation on Options	July 18
Presentation of final options report to client /RPG	August 18
Final Options Appraisal report to Cabinet	Sept or October 18