

**Pointers on Tendering for Urban Design Consultants**

- Use pre-qualification procedures to select short list (4–6 teams maximum)
- Give adequate time for bidding (4 weeks for pre-qualification; 4 for tendering).
- With pre-qualified teams, concentrate on the assessment of the team and approach for the assignment in hand.
- Consider assessment systems prior to calling for pre-qualification and bidding – and make them explicit.
- Consider how to get best value for money. The idea 'best is cheapest' in this type of work is not appropriate. A two envelope system (Technical and Financial proposals), with the financial proposals only considered between once the best technical consideration has been agreed upon (covered by Treasury Procurement Guidance Notes).
- Subject to the European Services Directive 92/50/EEC

Identify the main driving force behind the project, whether this is community-led, private partnership, local or other public authority. This will inform the composition of a **steering group** or committee of local stakeholders, which may include residents, local government, businesses, institutions, community and special interest groups. Once formed, this group oversees the **core client team**, which has executive authority for taking the project forward. A **project manager**, (or team leader/project sponsor), is identified with the prime responsibility for co-ordinating and delivering the project.

An initial appraisal undertaken by the client to define the key issues in a comprehensive, if preliminary, way is essential. An early seminar/think session of a multi-professional team and the client bodies can help enormously in getting the basics in place. Project objectives are set, together with an outline strategy as to how these are to be achieved and the resource requirements, taking account of funding and resource constraints. Design development considerations must be properly in place from the outset. This information forms the basis of a **project brief**, which should be set out in a formal document as part of the **project execution plan**, stating clearly:

- the people involved in the project, names and contact addresses;
- team inputs, responsibilities and authority-delegations;
- the overall terms of reference, objectives, scope of work and deliverables;
- defined budgets and funding sources;
- any procurement constraints, lines of communication and reporting mechanisms;
- estimates of the programme and review process for monitoring and control.

A **multidisciplinary project team** (or teams) is then required to submit detailed **project proposals**, following a competitive tendering process if appropriate. The appointment should be confirmed after negotiations and discussions with the selected team (see box on pointers for tendering). This helps 'tune' the joint approach and is the key first step in team building between the client body and the project team.

The process should encourage the **active participation of all sectors of the community** from the outset. Interaction with team members and local commitment to the process in the form of financial support, in-kind services, or volunteer time create a sense of ownership in the results thus helping to sustain the energy needed to implement proposals.