

Creating a new
Pendleton
Memorandum of Information



Table of contents

1.0	Introduction.....	4
2.0	Creating a new Pendleton	6
3.0	Estate overview.....	7
4.0	Scope of the project.....	11
5.0	Planning.....	12
6.0	Delivery arrangements.....	13
7.0	Commitment.....	15
8.0	Responses and enquiries.....	17
9.0	Disclaimer.....	21

1.0 Introduction

Salford is a city in transformation, building on its proud heritage and moving into an exciting future as a thriving cultural, economic and residential location. From urban vibe to greenbelt tranquility, Salford is making the most of the diversity of its waterfront, urban and countryside environments to create places where people want to live, work, invest and visit.

About the city of Salford

Salford is in close proximity to Manchester city centre with excellent road and public transport links to all parts of the UK. The city is well placed as a visitor and commercial centre with Manchester International Airport, gateway to over 200 international destinations, just 12 miles away. The city of Salford covers 37 square miles (60% being green space) and is home to approximately 220,000 people, 1,400 offices, 2,200 industrial premises, and 30 miles of rivers and canals.

Salford's Vision

Salford's Community Plan, 'Making the Vision Real 2006 – 2016', outlines how the council and its partners will deliver the vision outlined below:

'In 2016, Salford will be a beautiful and welcoming city, driven by energetic and engaged communities of highly skilled, healthy and motivated citizens, who have built a diverse and prosperous culture and economy which encourages and recognises the contribution of everyone, for everyone.'

The council's vision for housing is:

'To create a future where people see Salford as a great place to live. A place where you can find a choice of popular homes in desirable locations, served by excellent housing services.'

The council remains committed to improving housing and housing services within the city, for the benefit of customers and all Salford residents as part of the delivery of this vision. The council will also aim to ensure that the city offers the highest quality housing in respect of:

- Promoting independence.
- Quality homes.
- Affordable choice.
- Excellent services.
- Effective partnerships.

Establishing a PFI scheme within the Pendleton area will make a significant contribution towards achieving these priorities for the Pendleton community and will support the wider sustainability of the Central Salford area as a whole.

Pendleton

Pendleton is at the heart of the Central Salford Urban Regeneration Company (URC) area and is a major intervention area for the Manchester Salford Pathfinder (MSP). It forms part of the transformational change agenda for Central Salford and the expanding city-regional economy.

The area is located between the two major radial routes of the A6 and the M602, providing excellent access to the motorway network. It has the potential to benefit from its close proximity to the University of Salford, Salford Quays and the centre of Manchester, which collectively have an increasing range of employment, retail and leisure opportunities.

The Central Salford URC identifies Pendleton and its shopping precinct one of the transformation areas within the Central Salford area. These areas have been identified as places where focused investment will have the greatest potential for stimulating long term, regional, economic growth. The URC's aspiration is that Pendleton will become Central Salford's shopping and community destination and the gateway connecting neighbourhoods such as Chapel Street, Salford city centre and the Manchester regional centre. The URC will increasingly play a key role in the development and delivery of the transformation of neighbourhoods across Central Salford and in doing so bring the potential for significant added value to the PFI proposal.

In order to ensure that the transformation in the housing market is sustainable and offers the prospect of growth in value for the future, the housing in Pendleton needs to be able to:

- Retain the community who want or need to stay, in good quality stock which is affordable and meets their needs.
- Attract in new households through wider opportunities in housing choice.
- Integrate and connect to accessible, well-serviced retail, leisure, health and welfare facilities.

The council recognises that Pendleton needs to be revived under a comprehensive process of transformational change, for the benefit of Central Salford and ultimately for the wider sub-regional economy. To achieve this, Pendleton requires a level of intervention on a size and scale which will have meaningful and measurable impact. Piecemeal improvement and interventions in the past have tended to be reactive, and whilst addressing prominent issues they have failed to create genuine transformational change. The Pendleton Housing PFI scheme will be the catalyst for this step change.



2.0 Creating a new Pendleton

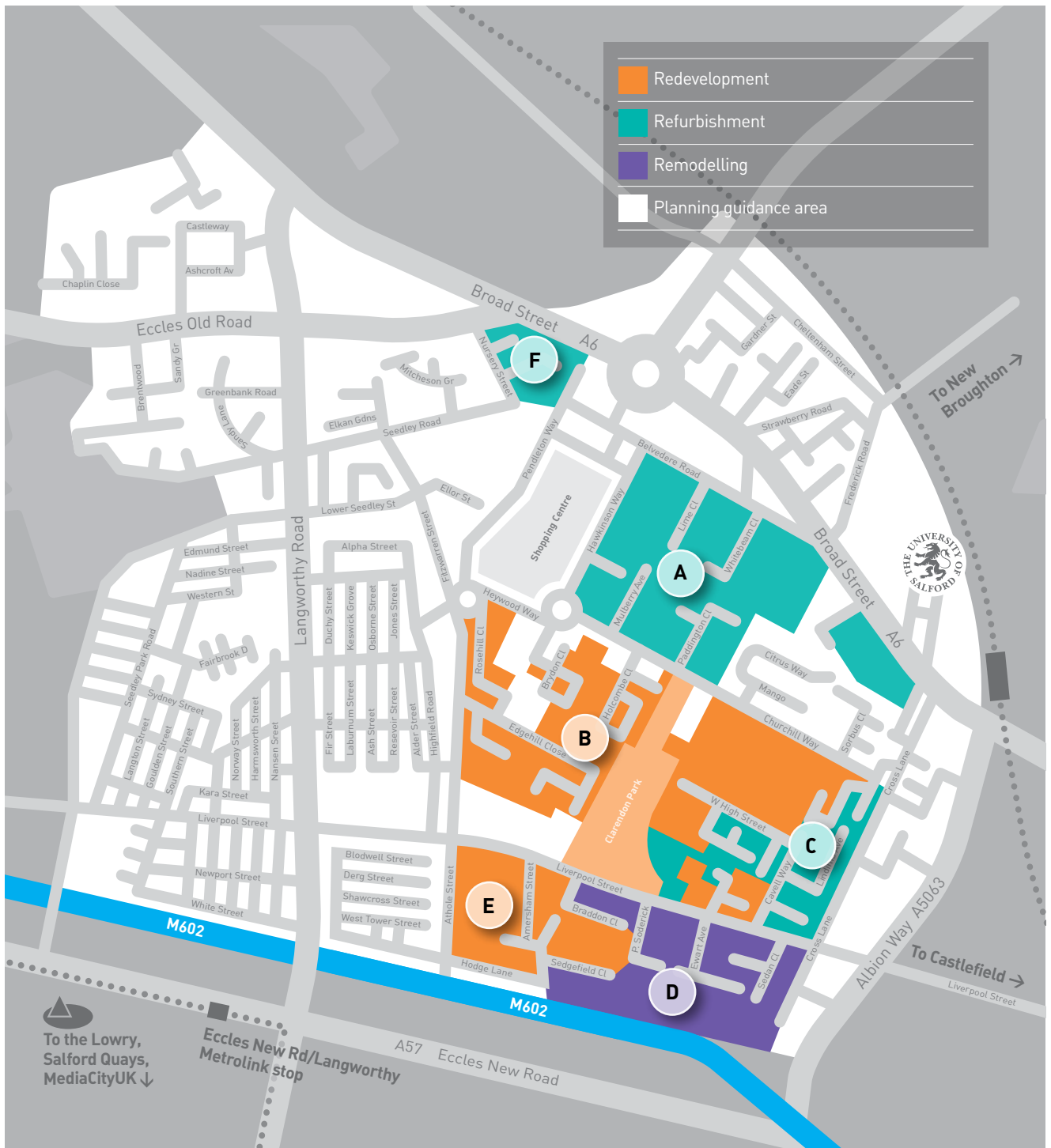
Project objectives

The council and its partners have developed a series of scheme objectives, which will be used as core principles for evaluating and guiding the development of the PFI initiative. These objectives reflect the close relationship between PFI and planning guidance for the Pendleton regeneration area, and the achievement of the strategic objectives set out by the Housing Strategy. These objectives are:

- To create a better choice of quality housing, by refurbishing the retained social housing to the Decent Homes Standard and providing new build quality homes for social rent and sale by 2015. All housing will address forthcoming statutory environmental and sustainability guidelines.
- To transform the image and future perceptions of Pendleton by improving the quality of housing design and open space, through good design techniques and guidance to develop future proof homes, which improve community safety and reduce the fear of crime by 2015.
- To ensure that local residents are fully involved in the planning, development, implementation and delivery of the scheme in partnership with other local stakeholders.
- To create mixed income sustainable communities which retain existing communities and attract new residents to the area, by improving housing choice, employment opportunities, retail and recreation facilities by 2025-2030.
- To support the regeneration and future success of the wider Central Salford area, the city and the Manchester city region.



3.0 Estate overview



A - Broadwalk estate

B - High Street estate

C - Lindinis and Denbigh estate

D - South Clarendon estate

E - Athole and Amersham Street estate

F - Nursery Street estate

The above map provides a location plan and identifies each of the individual estates included within this proposal.

Broadwalk estate



The Broadwalk estate is situated south of the A6 corridor adjacent to Salford Shopping City. The area is only a short walk to Manchester city centre, the University of Salford and Salford Crescent railway station.

The eastern part of the estate comprises mainly of houses with only two multi-storey blocks of flats. A number of the houses are owned by Northern Counties Housing Association and are generally popular and in sound condition.

The western part of the estate is characterised by seven multi-storey blocks and one low rise sheltered housing scheme. The sheltered scheme, Lombardy Court, contains 26 self contained flats alongside a number of communal facilities such as a lounge area and laundry. A new LIFT centre-Pendleton Gateway is currently being constructed within this area, which will provide high quality health facilities for the Pendleton area and Central Salford. The existing library will be relocated into the Pendleton Gateway centre, with the current site offering a prominent development opportunity close to Pendleton centre.

The estate has received significant investment over the last few years including substantial environmental improvements and security enhancements to each block, including controlled access systems and the development of a CCTV system with coverage across most of the Pendleton area. These improvements have resulted in increased confidence as people feel safe in their environment again.

The level of multi-storey flats within this area offers some of the most popular flats within the whole of the city. The area's popularity is also reflected in the tenancy trends with higher than average lengths of tenancy compared to other areas. The intention is to retain and refurbish all of the council housing stock within this area as part of the PFI scheme, with the exception of three blocks - Mulberry Court, Magnolia Court and Sycamore Court. These blocks will remain under management of the ALMO, Salix Homes.

High Street estate

The High Street estate is situated in between Liverpool Street and Churchill Way. The area includes several multi-storey blocks of flats, Lark Hill Primary School, Clarendon Park which contains a recreation centre (Fit City), and the former sites of Windsor High School and Wrotham Close. The former school site is allocated in Salford's Unitary Development Plan for housing development under policy H9/3.



The estate is in a very accessible location, adjacent to Pendleton centre. It includes low rise dwellings, predominately three and four bed houses (some of which were formally maisonettes) and four multi-storey blocks, with two of the blocks being separated from the main part of the estate by Clarendon Park (a public green space consisting of approximately 4.1 hectares of land). There are two other existing multi-storey blocks within the area that are privately owned.

Parts of this estate have a relatively harsh appearance, with little green space. There are pockets of vacant land interspersed throughout the estate, which are often land locked and therefore difficult to redevelop in isolation. There is also an uncomfortable contrast in scale between the multi-storey blocks and the two-storey houses, which reduces the attractiveness of the area.

Tenancy trends for the High Street estate suggest that the area is less popular than it once was, with tenancy lengths now being average, as opposed to higher than the average for Pendleton. Tenancy trends for the Orchard blocks (three multi-storey blocks) have also been showing a reducing tenancy length, which is below average compared to the rest of the area.

The comprehensive redevelopment of this estate creates the opportunity to develop a significant level of mixed tenure housing in a cohesive manner that complements frontage onto Clarendon Park and Churchill Way.

Lindinis and Denbigh estate



Adjacent to the east of the High Street estate and north of Liverpool Street are the Lindinis and Denbigh estates which are predominately residential in character. The majority of stock is council owned, but Places for People Housing Association owns some of the two and three bed properties within the estate. Over recent years the terraced properties have been subject to considerable investment. Coupled with public realm and security works and the additional benefits that targeted refurbishment will bring, these homes are viewed to have a sustainable and long-term future.

Overall these two estates are popular, with the properties in relatively good condition. Tenancy trends support this, with the area's average tenancy length for both past and current tenancies being significantly higher than the average for the Pendleton area.

South Clarendon estate



Situated in between the M602 and Liverpool Street, the South Clarendon estate is entirely residential in character, comprising a mixture of houses and three-storey blocks of flats. There is also a sizable area of relatively underused green space along the M602 motorway.

The area was designed using a non-traditional housing layout ('Radburn'), with parking courts provided to the rear of properties and frontages accessed predominately via dedicated walkways. These poor design principles have impacted on the sense of neighbourhood, raising issues of security for both dwellings and parked cars. In addition, there is very little soft landscaping and no play facilities for young children.

The area has not been subject to any recent investment, but the properties are generally popular and have a low turnover. Tenancy trends demonstrate that this area has always had much longer tenancies than elsewhere in Pendleton.

The outcome of the comprehensive option appraisal process concluded that the long term sustainability of this area could be secured through a restructuring of the environment to design out opportunities for crime rather than complete redevelopment.

Athole and Amersham Street estate



Situated in between the M602 and Liverpool Street, to the west of South Clarendon, the Athole and Amersham estates are entirely residential in character.

The Amersham Street estate occupies most of the eastern part of the area and is characterised by three-storey blocks of flats, terraced housing built in the 1950s and includes the former site of the Kingsley Court flats. The area has experienced some refurbishment works within the last decade but despite this investment on the

Amersham Street estate, the area remains unpopular with tenants. The flats within the estate are the least popular form of accommodation, with high turnover and limited demand. This is due to people's aspirations and expectations of suitable family housing changing over time and the presence of three-bed flats occupied by families over a number of floors can cause problems. The flats have the shortest recorded average tenancy period of any properties in Pendleton at just 2 ½ years. It is proposed to redevelop this site, with replacement housing consisting of large traditional family houses.

Aylesbury Close, within the Amersham Street estate, consists of terraced properties which have been well maintained by the residents and have the most potential for retention and refurbishment through the PFI programme. These properties are to be retained.

The Athole Street estate occupies the western part of the PFI area and is characterised by 1970s 'No Fines' concrete terraced housing. The area has suffered from a lack of investment and now requires considerable investment to achieve the Decent Homes Standard. The proposals within the PFI scheme include the clearance of these properties.

Nursery Street estate

Situated south of the A6 corridor, adjacent to the east side of the shopping precinct, the Nursery Street estate is entirely residential in character. The properties were constructed in the 1970s and comprise of terraced housing and three-storey, deck access flats.

Both current and past tenancy trends indicate that the area has always been more popular, on average, than other areas in Pendleton. The area's increasing popularity is demonstrated by the length of current tenancies. It is proposed to retain and refurbish the council properties within this estate.

In conclusion, the Amersham Street estate currently consists of what is considered to be inappropriate family accommodation comprising of large three to four bedroom flats. The sustainability of this stock is uncertain as families will continue to move out as and when more appropriate traditional family housing becomes available. Where traditional housing exists on the Amersham Street estate, this will be retained. Lindinis, Denbigh and the Nursery Street estates, all offer traditional family housing and hence are very popular areas. These are all of a construction type where the condition issues are well understood and therefore where the council feels that any Latent Defect risk will be minimal, hence the decision to retain all the properties within these areas.

The South Clarendon estate, although inclusive of family houses, is set out in a 'Radburn' style which in theory should have provided a safe pedestrian environment. Unfortunately, in practice it has provided a warren of footpaths and areas of isolated space. The council's proposed response to these problems is one of retention with a reform of the physical layout with actual demolition of houses kept to a minimum. The creation of 'traditional' streets with the provision for in-curtillage parking or as a minimum, ability to park on the road-side, combined with a rationalisation of footpaths will design out a significant level of the current problems. The introduction of a new road system within this area also facilitates the utilisation of the former Kingsley Court site as a real development opportunity.



4.0 Scope of the project

The scheme currently consists of 2136 existing dwellings (including 25 leasehold properties). The majority of dwellings, particularly the multi-storey blocks, were built by the council in the 1970s and are of mixed construction types and systems.

Investment needs

Overall, 80% of the stock has been surveyed, split over two phases concluding in August 2007. In addition to the condition surveys a number of specialist surveys and investigations have been commissioned and concluded focusing on high risk elements such as asbestos, wall ties and ground condition.

An analysis of the stock condition information has shown that the majority of dwellings proposed for retention within the scheme do not currently meet the Decent Homes Standard. All the properties will either require comprehensive replacement of their fixtures and fittings in the first five years, or a minimum of once over the life of the contract. A five year programme is proposed to ensure that properties are refurbished within a relatively short, defined period, having regard to their current condition, but also taking into account the practicalities of working with tenants in-situ. The overall scheme will run for 30 years.

Options appraisal

The council has undertaken a detailed and comprehensive analysis of a range of options for improving the built environment in Pendleton. The city wide stock option appraisal process concluded that the only viable option to achieve the objectives for Pendleton which had the support of stakeholders was via the PFI route.

The latter stage of the option appraisal process involved a detailed assessment of the stock, within the Pendleton estates, to determine the proposed scope of works to be delivered via the PFI model. This required the delivery of a comprehensive community consultation exercise in an effort to gauge clarity on peoples' issues and concerns, combined with a study of the actual condition of properties. This information, supplemented by a financial analysis of the proposed options, was used to conclude the overall Preferred Option; a process which was finalised in December 2007.

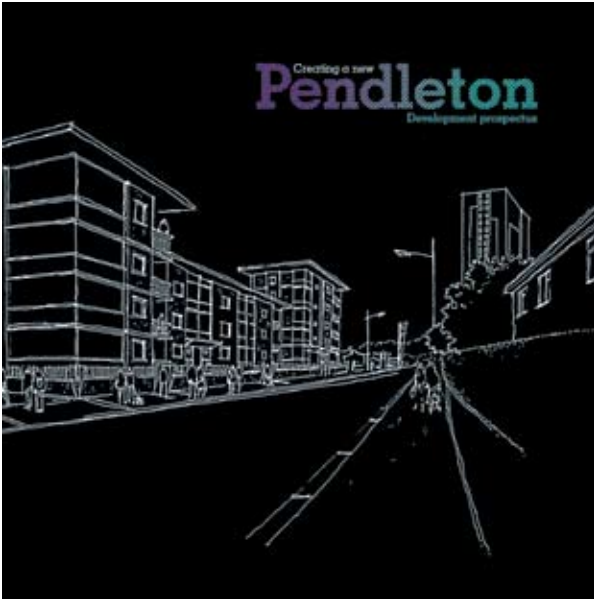
Preferred scope

Following the option appraisal process, the overall scope of the PFI scheme and associated development element, under the umbrella of 'Creating a new Pendleton', includes:

- Retention and refurbishment of 1,251 council owned properties to a level above Decency Standard which was established during the stock options appraisal exercise.
- Refurbishment of external fabric and communal services to flat complexes.
- Demolition of 891 properties, including four multi-storey blocks of flats (inclusive of owner occupied and leasehold properties).
- Provision of a minimum of 460 units for affordable rent.
- Provision of c950 units for market sale.
- Provision of a minimum of 25 units for intermediate housing opportunities.
- Improved access and parking facilities through targeted re-modelling.
- Design improvements to reduce opportunities for crime and improve perceptions of the area.

A percentage of the loss of council owned rented properties will be supplemented through a level of new build social housing within the area, provided through a housing management provider as part of the new development opportunities, which will be part enabled through the proposed demolition.

5.0 Planning

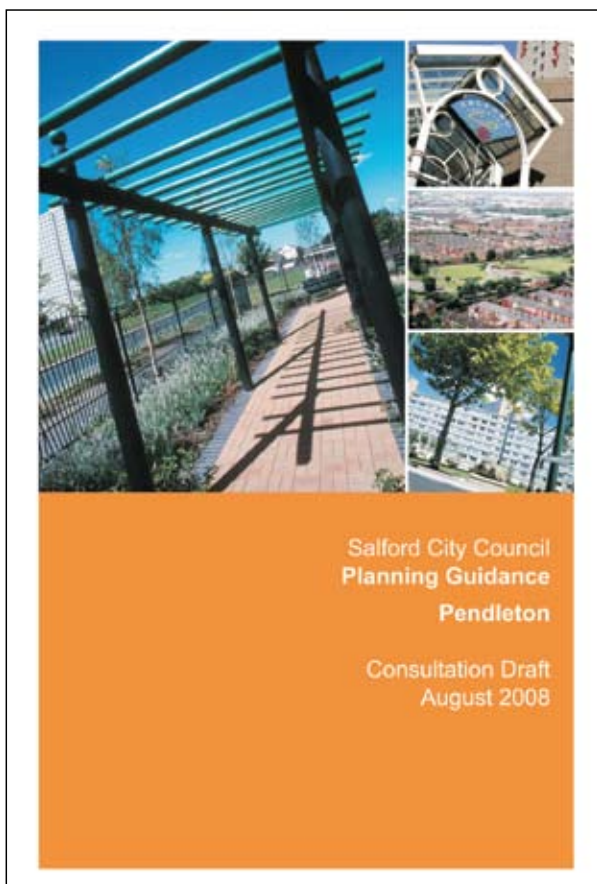


The council has included a Development Prospectus within the Information Pack to provide bidders with an overview of the regeneration activity taking place within Central Salford and further detail on the specific development opportunities within the PFI scheme area.

This will be supplemented by planning guidance for the Pendleton area which will be part of the package of documents issued, by the council, at the Invitation to Submit Outline Solutions (ISOS) stage. This guidance is due to be adopted by the council in December 2008 once it has been the subject of planning consultation at its various stages. The proposals within the guidance are clear but provide a degree of flexibility for bidders. The guidance sets out:

- Sub areas within the PFI area on an Ordnance Survey base, identifying the housing for improvement and redevelopment.
- Levels of required affordable housing.
- Indicative layouts of the two principle redevelopment areas including acceptable levels of density, scale and property type.

The document has a strong focus on neighbourhoods within the area, setting out broad regeneration principles for their refurbishment and redevelopment. The planning guidance is a non-statutory document that does not form part of the council's Local Development Scheme.



6.0 Delivery arrangements

Approval status

An Expression of Interest for HRA PFI funding was submitted to Communities & Local Government (CLG) in March 2006, for the 'Creating a new Pendleton' project. In December 2006 CLG confirmed that Salford City Council could proceed with developing their Outline Business Case (OBC). The OBC was submitted to CLG, post Cabinet approval, in June 2008.

Project governance

An effective governance structure and adequately resourced project team is in place to move forward from OBC development, through procurement, and on to financial close. The project team has clear lines of reporting and governance which reflect the corporate importance of the project.

The Project Director (Paul Longshaw) has responsibility for the delivery of the 'Creating a new Pendleton' PFI project. The PFI Project Manager (Jane Barlow) has responsibility to manage the project team on a day-to-day basis, including the council's external advisors.

Figure 1 Governance structure



External advisors

A range of specialist PFI advisors have been appointed to support the project team through procurement to contract close.

• Financial advisor	Ernst & Young LLP
• Insurance advisor	AoN
• Legal advisor	Addleshaw Goddard LLP
• Technical advisor	Turner & Townsend

The Tenant Participation Advisory Service (TPAS) has been appointed by residents and the council, to act as the Independent Community Advisor which also advises the project team on consultation, communication and resident involvement matters.

Risk management

The council has prioritised risk assessment and management, utilising the well established risk assessment matrix process. The process identifies risk, quantifies the probability, cost and time implications of the risk occurring to reach an aggregate risk index, allocates ownership of the risk and lists mitigation and control measures.

An overarching risk register was first developed in August 2007 which detailed the current risks and how these would be mitigated; a procedure was also put into place to highlight any new risks facing the project. This has been updated on a regular basis and reported to Project Board. The current risk management process has been designed specifically for the procurement phase of the process.

Procurement timetable

The project team has developed a detailed project management plan and procurement timetable. Key dates from the timetable are shown in the table below. Please note these dates are only a guideline and may be subject to change:-

Milestone	Date
OJEU Notice published	October 2008
Issue Information Pack and PQQ	October - December 2008
Bidders' information day	November 2008
Return of PQQ submissions	17th December 2008
Long List confirmed	January 2009
Issue Invitation to Participate in Dialogue	February 2009
Evaluation of Outline solutions	March - April 2009
Confirm shortlist of bidders	May 2009
Invitation to submit detailed solutions	May 2009
Bidders submit detailed solutions	October 2009
Selection of two bidders	February 2010
Call for final tenders	May 2010
Appointment of preferred bidder	September 2010
Contract award	March 2011
Work commences on site	April 2011

7.0 Commitment

Members

Over recent years the council's proposals for PFI and Pendleton's wider regeneration have received strong commitment and support from the local ward councillors, Cabinet and Lead Member's for Housing, Children's Services, Customer & Support Services and Planning. The project is also supported by the council's Chief Executive, who continues to provide high-level support to senior officers and the Portfolio Board.

The local MP Hazel Blears has also taken a particular interest in the project and has been kept informed of progress, through regular briefings, as the project has progressed.

Stakeholders and sponsors

Following the initial consultation, which took place in 2005, as part of the housing investment option appraisal process, the project team has ensured that regular updates on progress are delivered to the community.

The dissemination of information across the estate is facilitated by the comprehensive network of tenants and resident associations which exist. The Pendleton estate includes 19 individual tenant and resident associations, all of which have representatives on the Pendleton Area Forum.

In addition, a specific focus group for PFI, the Pendleton PFI Group, was formed in January 2005. This group consists of tenants, includes a leaseholder representative, a homeowner representative, the three ward councillors for the area, two Salix Homes representatives, the Independent Community Advisor and members from the PFI Project Team. Specific issues and proposed appropriate actions relating to the PFI are discussed within this group, covering such areas as the options appraisal, content of the OBC and service performance standards.

To ensure that the PFI scheme does not take place in isolation, the Pendleton Stakeholder Group was established in November 2004 and re-launched in September 2008. This group consists of the main stakeholders in the area e.g. the council, the University of Salford, Community Forum representatives, Greater Manchester Police, Central Salford Urban Regeneration Company, GMPTE and local businesses. Its purpose is to direct and guide the wider regeneration of Pendleton within the surrounding areas; and to ensure that the PFI scheme aligns with the objectives of other initiatives in the vicinity.

Communications strategy

A comprehensive communications strategy, has been developed to take the scheme forward from OBC development and through procurement.

The strategy follows the principles set out in the Salix Homes Customer Involvement Strategy; it introduces a new vision for working together to achieve the highest possible standards, for involvement and communication between residents and providers of housing services in Salford. There are a number of ways that residents can get involved and have their say about the housing services they receive.

Residents don't always need to attend meetings or belong to a group to have their say, although those opportunities are always available.

The council recognises that different people are able to commit different amounts of their time depending on what is currently happening in their lives. The council's approach is therefore to encourage residents to participate at a level that suits them, an approach that the successful bidder will be encouraged to adopt.

Hard to reach groups

In addition to the above approach, the council recognises that some groups are harder to reach than others e.g. elderly, disabled, youth, BME communities and asylum seekers. By working with appropriate agencies and utilising a wide variety of consultation techniques, the council has engaged with these groups to ensure they are appropriately consulted.

It would be expected that the level of consultation, which Pendleton residents have become accustomed to, would continue throughout the process.



8.0 Responses and enquiries

The Information Pack, comprising of the Memorandum of Information (Mol), Pre-Qualification Questionnaire (PQQ) and the Development Prospectus has been prepared by Salford City Council for the purpose of providing an application procedure for any organisation or consortium interested in bidding for the 'Creating a new Pendleton', HRA PFI scheme.

The council is using the Competitive Dialogue Procedure under Regulation 18 of the Public Contract Regulations 2006.

Contact details

All enquiries relating to the project, including procurement related enquiries must be submitted in writing or via email to the Project Director:

Contact: Paul Longshaw
Address: Salford City Council
Directorate for Sustainable Regeneration
Salford Civic Centre
Chorley Road
Swinton, Salford
M27 5BY.
Tel: +44 (0161) 922 2884
Email: pendleton.pfi@salford.gov.uk

Enquiries must not be made to any other council employee, representative (including Salix Homes) or elected member. Failure to comply with this or any other requirement of the selection process may render the potential bidder ineligible to qualify.

Bidders will need to clearly state where they feel that a response by the council relates to a commercially confidential matter. Without this being clearly highlighted, the council will copy their responses to all bidders.

Salford City Council are subject to the requirements of the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, the subordinate legislation made under the Act/Regulations and any guidance and/or codes of practice issued (from time to time) in relation to such legislation. Bidders are required to:

- (a) specify (with reasons) those of their PQQ responses which they regard as falling within any of the exemptions from disclosure specified under the Act/Regulations including (without limitation) information provided in confidence; and
- (b) state which provisions of the Act/Regulations apply to the information identified under (a).

The council however, shall be responsible for determining, at their absolute discretion, whether such exemption should apply and bidders agree to comply with any such decision taken.

It is a requirement that bidders, their supply chain members and their advisors keep all exchanges confidential. Bidders will also be asked to enter into undertakings of confidentiality should it become appropriate to release confidential information to them.

Pre-qualification

In order to assist Salford City Council in evaluating the extent to which bidders meet its requirements, bidders are requested to complete the PQQ enclosed in the Information Pack, which has been prepared in accordance with the criteria set out in Regulations 23 to 26 of the Public Contracts Regulations 2006.

The council will wish to be satisfied that potential partners selected for the Housing project have the appropriate qualities and resources available to it to undertake the tasks required. Bidders for pre-qualification will be selected on the basis of the following criteria:

- The economic and financial standing of bidders, taking into account such matters as statements from the bidder's bankers, evidence of insurance and statements of accounts and turnover.
- The capability to secure appropriate funding for the housing project.
- The ability and technical competence of bidders to fully comply with Salford City Council's requirements for the project, including:
 - The organisational, managerial and technical capability to carry out the project.
 - The technical capacity and capability to provide the Housing Services.
 - Quality management procedures.
 - Technical, financial and economic track record for projects of a similar nature.
 - Proven understanding of the skills required for project organisation and delivery.

The council will be entitled to reject a bidder automatically if any of the grounds set out in Regulation 23 of the Regulations is established in relation to any bidder or any member of the bidding consortium.

E-Box

The E-Box extranet portal will be used by Salford City Council throughout the procurement process for all contract documents for this project, up to contract award. During the PQQ process there is no charge for bidders. Following the PQQ returns, bidders which are Invited to Participate in Dialogue (ITPD) and beyond will be charged £20 (GBP) per month, per user which will be invoiced to and payable by bidders directly to E-Box. In declaring an interest in the bid process you are also agreeing to the use of E-Box.

For access to the secure portal you should register an interest by sending an e-mail to **sophie.boswell@salford.gov.uk**. Please indicate in your correspondence the names, addresses, contact telephone numbers and email addresses of your lead officers to whom you wish E-Box to provide access to the extranet portal. You will subsequently receive an email from E-Box with instructions on enrolment and access to the secure portal. Only at this stage will you be able to download the Information Pack and associated documents.

Responses to the PQQ must be received by 17 December 2008, 14:00hrs using the E-Box software, outlined in this section, as well as hard copies submitted to corporate procurement as outlined in the PQQ.

Salford City Council may request some or all potential bidders to clarify and expand the answers in their submissions in writing. Any such request for clarification will be made in writing to the lead bidder identified in the PQQ. Failure to respond promptly or adequately may result in a potential bidder not qualifying.

Based on the satisfactory evaluation of the PQQ submissions, and any subsequent interviews that Bidders may be invited to attend, the council will confirm a Long List of bidders to proceed to the ITPD stage.

AWARD (Procurement software)

The tender assessment tool AWARD from Commerce Decisions Ltd will be used to assess bidders' responses to the PQQ and throughout the entire procurement process. AWARD is a web-based e-evaluation tool which allows a team to work together to evaluate bidders' responses efficiently. AWARD does not analyse the bidder responses in any way. It facilitates the evaluation by ensuring that each member of the evaluation team is presented with the bidder responses they need, in order to undertake the part of the evaluation to which they are contributing.

The bidders will not have any direct interaction with AWARD. All exchanges of information between the authority and the bidders will be undertaken using E-Box.

The bidders' completed PQQs, together with any supporting documentation, will be loaded into AWARD by the council. Most file formats can be used to support your bid, provided the evaluators have the correct application to read your file on their own computer. In practice, most evaluators will have access to the Microsoft Office suite and the Adobe PDF reader, Acrobat. If you have any doubts, you should contact **Sophie Boswell** on **sophie.boswell@salford.gov.uk**.

To enable searching, the following factors should be considered when uploading documents to E-Box:

- The electronic submission will be made available to assessors using AWARD. All files should be uniquely named using bidder name and then the filename which should be less than 100 characters long. AWARD will present the list of documents in alpha-numeric order.
- Embedded files should not be used. Hyperlinks should not be used. Supplementary information should be referenced by name only.
- The files uploaded to AWARD will be accessed by the assessors using a web browser. It is therefore recommended that individual files are no larger than three Megabytes (3MB). To facilitate this, images should be compressed to a quality suitable for printing on A4 or A3 paper and viewing on a 1024x768 pixel screen.
- Documents submitted in Microsoft Word format will be converted into HTML format by the council and the HTML version loaded into AWARD along with the original Word document. This will enable the content to be searched.
- Adobe's PDF format has historically been used by bidders because it gives full control of formatting and display and has the advantage of being 'lockable' to ensure that the bid cannot be changed inadvertently once it has been delivered as part of a bid. Whilst the advantage of control of the aesthetics makes a good argument for its continued use, the use of AWARD by the council should remove any concern about security. All files loaded into AWARD become 'read only' and cannot be modified.
- Documents supplied in PDF format will be loaded into AWARD along with an associated search file – created from the text within the PDF file. This will enable the content to be searchable. Non-searchable PDF files (such as scanned documents) may be rejected, except where an electronic signature is required.
- All other file formats will be loaded into AWARD in their native format. These documents will not be searchable and therefore you are advised not to place response identifiers inside these documents and to treat these as unreferenced supporting materials.

Further assistance regarding how to submit responses that will be evaluated using AWARD can be sought directly from Commerce Decisions Ltd, see www.commercedecisions.com for contact details. Once bidders have passed through PQQ stage, the council would offer bidders the opportunity to receive advice and training from the AWARD team so as to maximise the efficiency of the process. Such training would be voluntary, and the costs of it would be met by each individual bidder, invoiced directly by Commerce Decisions.

9.0 Disclaimer

By receiving this Information Pack, which includes the PQQ and Development Prospectus, the bidder agrees to keep confidential the information contained in the documents or made available in connection with any further enquiries. The Information Pack may be made available to the bidder's employees and professional advisors directly involved in the appraisal of such information. The Information Pack shall not, either in whole or part, be copied, reproduced, distributed or otherwise made available to any other party in any circumstances without the prior written consent of Salford City Council, nor may it be used for any other purpose than that for which it is intended.

The Information Pack is intended only as a preliminary background explanation of Salford City Council's activities and plans and is not intended to form the basis of any decision on whether to enter into any contractual relationship with the council. The Information Pack does not purport to be all inclusive, or to contain all of the information that a prospective service provider may require.

None of Salford City Council, its technical, financial or legal advisors or any other advisor (or the directors, officers, members, partners, employees, staff, agents or advisors of any such person): -

- Makes any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the Information Pack. Any persons considering making a decision to enter into contractual relationships with Salford City Council, following receipt of The Information Pack, should make their own investigations and their own independent assessment of Salford City Council and its requirements for services associated with the project and should seek their own professional technical, financial, and legal advice.
- Accepts any responsibility for the information contained in this Information Pack or for its fairness, accuracy or completeness. Nor shall any of them be liable for any loss or damage (other than in respect of fraudulent representation) arising as a reliance on such information or any subsequent communication. Only the express terms of any written contract relating to the subject matter of this Information Pack, as and when it is executed shall have any contractual effect in connection with the matters to which it relates.

All bidders are solely responsible for their costs and expenses incurred in connection with the preparation and submission of the PQQ and all future stages of the selection and evaluation process. Under no circumstances will the council, or any of their advisers, be liable for any costs or expenses borne by the bidder or any of its relevant organisations or advisers in this process.

The publication of this Information Pack in no way commits Salford City Council to award any contract under the Private Finance Initiative or pursuant to any tender process.

The contracting council reserves the right to reject or disqualify a bidder and/or its supply chain members where:

- the PQQ is submitted late, is completed incorrectly, is incomplete or fails to meet the council's submission requirements which have been notified to bidders
- the lead bidder and/or its relevant organisations is/are unable to satisfy the terms of Article 45 of Directive 2004/18/EC and/or Regulation 23 of The Public Contracts Regulations 2006 at any stage during the selection and evaluation process (see Form 1 attached to the PQQ)
- the bidder and/or its relevant organisations is/are guilty of serious misrepresentation in relation to its application and/or the process

- there is a change in identity, control, financial standing or other factor impacting on the selection and/or evaluation process affecting the bidder and/or its relevant organisations; and/or
- there is a conflict of interest arising between the contracting council and the bidder and/or its relevant organisation/s.

The contracting council reserves the right to:

- cancel the selection and evaluation process at any stage
- require a bidder and/or its relevant organisations to clarify its/their submission in writing and/or provide additional information. (Failure to respond adequately may result in a bidder not qualifying); and/ or
- amend the terms and conditions of the tender process.

Salford City Council is concerned to avoid conflicts of interest. In particular bidders should note that the council is likely to regard a conflict of interest as arising where a bidder and/or a relevant organisation(s) have been involved in advising the contracting council on matters relating to this project or in the preparation of documents or information relating to this project.

A conflict may also arise where a staff member from a bidder and/or member of its supply chain is related to one of the local council's officers or council members.

Bidders should note that the council reserves the right to disqualify bidders and/or supply chain members where there is an actual or potential conflict of interest. bidders are therefore advised to review carefully the prior or current involvement of the bidder and its relevant organisations with the council and to contact **Paul Longshaw, Project Director**, prior to submission of the completed PQQ to discuss actual or potential conflicts they have identified.

Sustainable Regeneration
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www.salford.gov.uk
www.insalford.com
www.visitsalford.com

For more information about Central Salford go to:

www.centralsalford.com

**For more information about Pendleton's planning guidance
and the vision for Pendleton go to:**

www.salford.gov.uk/pendletonplanningguidance

