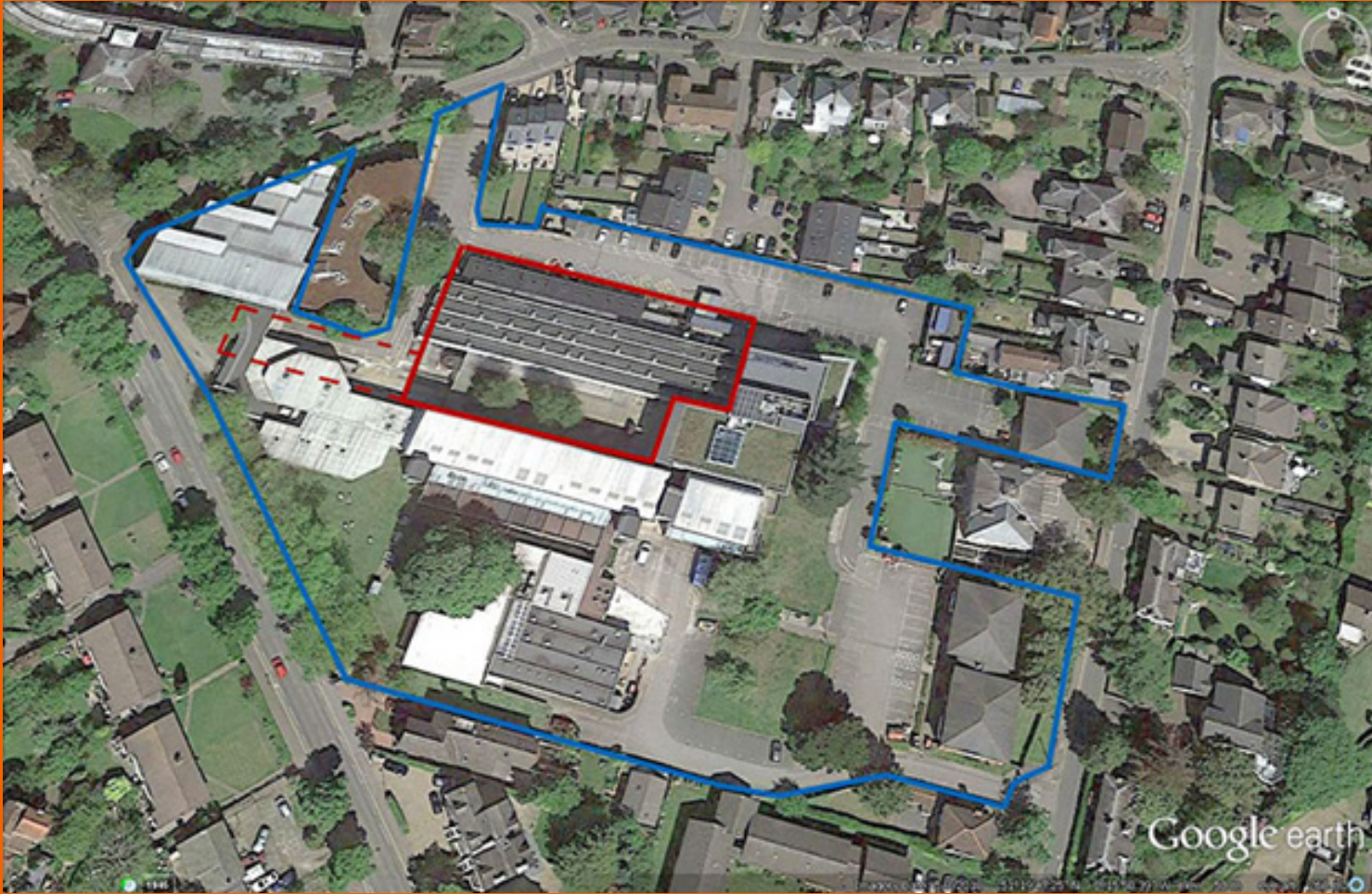




The University for the Creative Arts is seeking Expressions of Interest from innovative, architect-led multi-disciplinary design teams for the proposed redevelopment of the Business School for the Creative Industries at its Epsom campus in Surrey.



Aerial image of UCA Epsom Campus. Red line delimits the site for the proposed new Business School replacement of the current Further Education Block.



# Contents

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<b>1. Summary of Abbreviations</b>	<b>4</b>
<b>2. Introduction and Overview of the Procurement Procedure</b>	<b>5</b>
<b>3. UCA and the Epsom Campus</b>	<b>6</b>
<b>4. Aspirations and Objectives for Design and the Accommodation Brief</b>	<b>10</b>
<b>5. Procurement Timetable</b>	<b>14</b>
<b>6. General Notes Pertaining to Selection Questionnaire Phase</b>	<b>16</b>
<b>7. Approach to Evaluation of Selection Questionnaire Returns</b>	<b>19</b>
<b>8. Invitation to Participate in Negotiation</b>	<b>23</b>
<b>9. Invitation to Submit Final Tenders</b>	<b>24</b>
<b>10. Clarification Interviews</b>	<b>25</b>
<b>11. Award Criteria</b>	<b>26</b>
<b>12. ITSFT Evaluation Panel</b>	<b>27</b>
<b>13. Honoraria</b>	<b>28</b>
<b>14. Post-Procurement Commitment and Appointment</b>	<b>28</b>
<b>15. Publicity</b>	<b>29</b>
<b>16. Enquiries</b>	<b>29</b>

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# 1. Summary of Abbreviations

## **'The University' or 'UCA'**

means the University for the Creative Arts.

## **'Mol'**

means Memorandum of Information and refers to this document. This provides background to the project for the proposed redevelopment of the Business School for the Creative Industries at the University's Epsom campus (Surrey), and the procurement process to select an architect-led, multi-disciplinary design team for the contract opportunity.

## **'Business School'**

means the Business School for the Creative Industries at UCA Epsom and its proposed redevelopment.

## **'Candidate'**

means the architect-led design team wishing to be considered for the Tender phase (with design competition) and contract opportunity. Within this Mol 'Candidate' has the same meaning and is used in an equivalent manner to the term 'Potential Supplier' within the accompanying SQ document.

## **'SQ'**

means the Selection Questionnaire that must be completed and submitted by Candidates wishing to be considered for the Tender phase (with design competition) and contract opportunity.

## **'SQ Return'**

means the response to the SQ submitted by Candidates.

## **'CPN'**

refers to Competitive Procedure with Negotiation as set out within Regulation 29 of The Public Contracts Regulations 2015.

## **'Information provided'**

means all information disclosed to Candidates by the University or its Advisers in order for them to formulate and prepare their SQ return.

## **'ITPN'**

means Invitation to Participate in Negotiation.

## **'Participant'**

refers to a Candidate selected to Participate in Negotiation.

## **'ITSFT'**

means Invitation to Submit Final Tenders.

## **'PCR15'**

means The Public Contracts Regulations 2015.

## **'URN'**

means the Unique Reference Number issued to Candidates by RIBA Competitions on completion and submission of the on-line request form.



## 2. Introduction and Overview of the Procurement Procedure

The University for the Creative Arts is seeking Expressions of Interest from innovative, architect-led multi-disciplinary design teams for the proposed redevelopment of the Business School for the Creative Industries at its Epsom campus in Surrey. The School is a unique concept that will seek to provide an environment in which the beauty and free expression of art can mix effortlessly with the rational sobriety of the business world. This fusion of the creative industries and business has the goal of becoming the place where the next generation of arts entrepreneurs meet, create and turn ideas into sound business models. The University has identified a construction budget of GBP £15.311m (excluding fees, FF&E, contingency and VAT) for a c.3,895m<sup>2</sup> GIA new building on the site. The intention is to supplement the current Business School facility (accommodated in an existing building known as the 'Market Place') with a connecting new-build Business School. The existing Market Place will be reconfigured to ensure optimal use of space for the Business School across both buildings. The University has identified a provisional circa 10% allowance for professional/statutory fees, surveys and investigations.

The procurement process is being procured by the University in accordance with the requirements of the Competitive Procedure with Negotiation (CPN) as set out within Regulation 29 of PCR15. The use of the Competitive Procedure with Negotiation is justified by the technical nature of the University's requirements, the desire to consider innovative solutions and to allow appropriate engagement with Participants during the development of design proposals in response to the University's evolving brief. The negotiation phase will be restricted to design-related considerations, with the opportunity for participants to access University representatives to discuss and develop their design concept.

RIBA Competitions are assisting the University with the management of the procurement process. The procurement process will be organised over the following stages:

### > Expression of Interest with Selection Questionnaire (SQ)

The SQ returns will be used to select a short-list of suitable candidates (maximum 5) to be Invited to Participate in Negotiation.

### > Invitation to Participate in Negotiation

This negotiation will require short-listed Participants to outline their proposals for design and for working with the University to meet their requirements for the Business School for the Creative Industries at UCA Epsom. A group site visit and briefing session will be held at the beginning of the negotiation phase. It is anticipated that Participants will be required to individually meet with the University's representatives on one other separate occasion to participate in a design approach workshop, which will be held at the Epsom campus in Surrey.

The University hopes that all short-listed participants will take part in subsequent stages of the process. However, the University must reserve the right to successively reduce the number of solutions to be discussed via the application of the appropriate Award Criteria.

### > Invitation to Submit Final Tenders

Remaining Participants will be asked to submit Final Tenders and design concepts based on the solutions presented and specified during the negotiation stage.

Further detail is set out at **Section 8** and **Section 9** of this MoI.



### 3. UCA and the Epsom Campus

UCA is a specialist creative arts institution that received its University Title from the Privy Council in 2008, having been formed by the earlier merging of the Kent Institute of Art and Design and the Surrey Institute of Art and Design and their precursor organisations.

UCA is 100% creative with more than 6,000 students studying over 110 creative courses across four campuses in Farnham, Epsom, Canterbury and Rochester. UCA’s distinctiveness against larger, multi-disciplinary universities comes from focusing on provision through its creative campuses, which are not compromised by sharing facilities with other subjects or disciplines.

Notable alumni include Turner Prize nominee Tracy Emin, Oscar winners Daniel Greaves and Suzie Templeton, and fashion designers Zandra Rhodes and Karen Millen.

Further information about the University is available via [www.uca.ac.uk](http://www.uca.ac.uk)

The Epsom campus is located to the East of Epsom Town Centre with excellent connections to London (Waterloo and Victoria). It is currently the smallest of the University’s four sites (18,442m<sup>2</sup>, excluding residences) with a student cohort of around 1,400 students. The campus has a current gross internal floor area of 8,140m<sup>2</sup>, but after the proposed redevelopment of the Business School, will become the University’s second largest campus.

3D Axonometric visualisation of the existing UCA Epsom Campus, Surrey

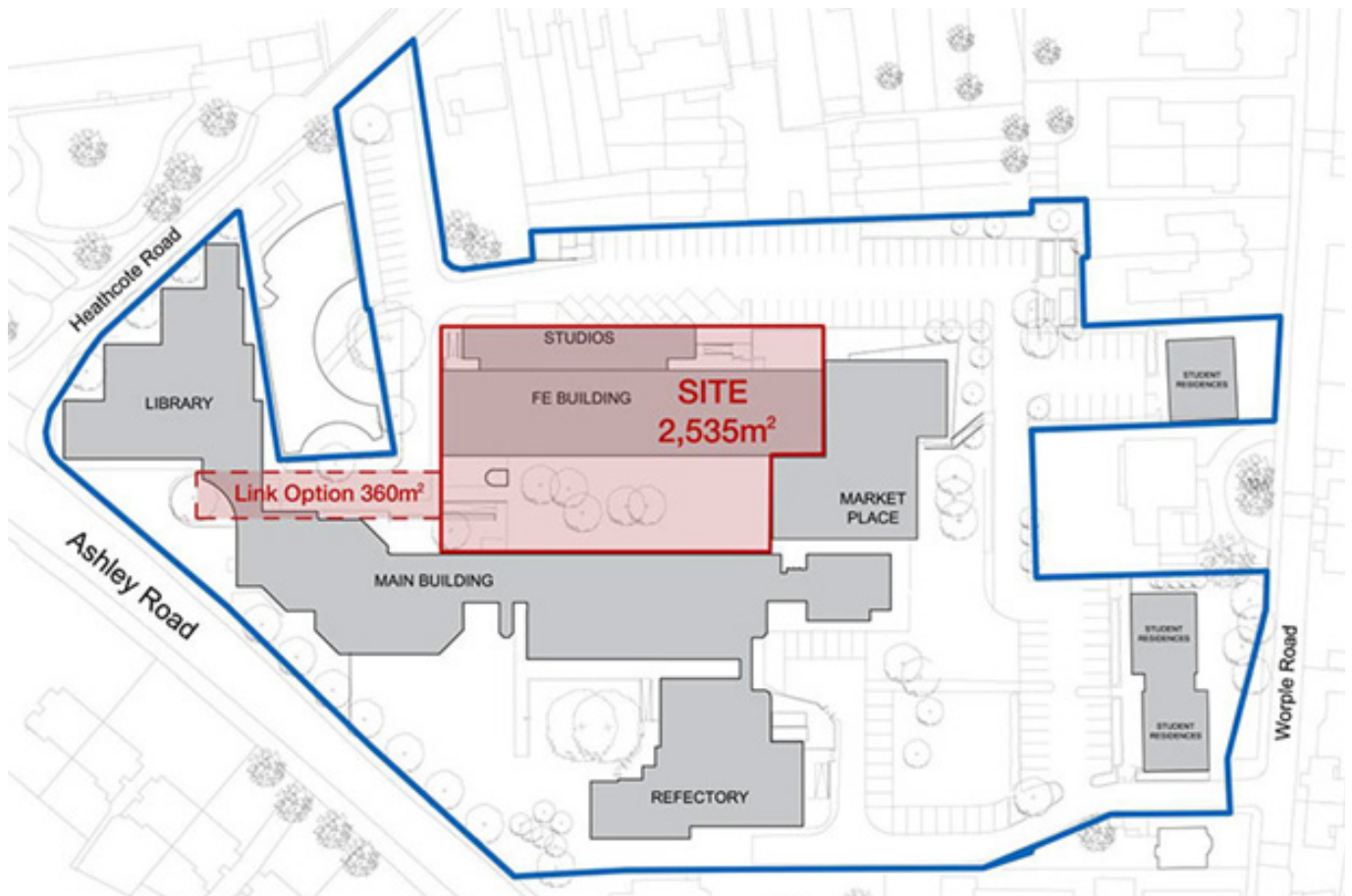


The campus is located adjacent to residential areas and the eastern edge of the campus lies within the Worple Road Conservation Area. One of the most appealing features of the Epsom campus is a unique sense of intimacy that resonates throughout the campus. This characteristic is generated from the scale of the place, the openness of the estate and the quality and empathy of the teaching and administrative staff. Architecturally, the building forms to the main blocks do not exceed three storeys and this in turn allows a more fluid, connected and collegiate sense of place where learning, well-being and student confidence are nurtured. It follows that the success of new developments will be measured against the possibility to strengthen and enhance this sense of place. The proposed development will need to be in keeping with the scale and massing of the existing campus.

The original campus opened in 1973 and there have been a number of modifications to the estate over the intervening years. The most significant more recent additions being:

- > The new three storey library adjacent to the main entrance and constructed as part of its reconfiguration in the mid-1990's;
- > The 2010 completion of a new three storey central 'Market Place' comprising a lecture theatre, teaching spaces and workshop print rooms that wrap around a double void atrium;
- > The completion in 2015 of new studio spaces serving the further education school.

Red line plan showing location of the Business School, together with the proposed link from the pedestrian entrance off Ashley Road through the existing quadrangle to the Market Place building.





Market Place building viewed from the existing quadrangle with Further Education Block to the LHS.

The original campus buildings have in recent years required ongoing maintenance programmes which have been increasing in extent and scope year on year. The site identified for the new business school will require demolition of one of the original campus buildings (the Further Education Block), and by developing a new purpose-built, multi-functional building will lead to a reduction in the long-term maintenance budget.



# 4. Aspirations and objectives



# 4. Aspirations and Objectives for Design and the Accommodation Brief

The Business School for the Creative Industries at UCA Epsom is a new undertaking for the University, and realisation of the new building will be dependent upon the projected uptake in student numbers for the new undergraduate and post-graduate courses to be offered by the School in addition to existing courses already accommodated on campus. Further detail regarding proposed courses is provided within the draft Invitation to Participate in Negotiation (ITPN) document that is available to Candidates on registration with RIBA Competitions.

The Business School launched in Epsom in September 2018 with the initial student cohort accommodated within the reconfigured Market Place building. The population of the School is expected to reach maturity by 2023/24 via the following trajectory, with an aspiration for the new Business School building to be complete and ready for occupation from September 2021 onwards. The Business School is anticipated to recruit 1200 to 1500 students at maturity.

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Total</b>	430	670	971	1134	1233	1264

The most recently completed strategic masterplan (2013) identified a number of reconfigurations to enhance the sequential path leading from the main entrance through to the courtyard, which in turn links and connects to the campus facilities and schools. The courtyard is envisaged to become the heart of the Epsom campus and a space with the potential to provide blended learning opportunities, as well as social and recreational activities. Short-listed design teams will be required to develop proposals for this space as part of the overall design submission for the Business School, together with connections to the main entrance and the Market Place.

## 4.1. Objectives

The University has identified five objectives to enable the vision for the new Business School to be delivered.

### **Creating the best possible experience for an Undergraduate and Post Graduate arts business student in a leading international environment**

UCA want every student to have the best teaching experience in arts business education. The University will develop a Business School that is accessible and navigable with spaces to encourage excellent teaching and learning co-creation and inspiration. The spaces will be calm and safe and noisy and interactive, but at all times they will be purposeful. The University will seek an environment of continuous improvement, so that occupants learn by living within the spaces and they can be adapted to give staff and students what they want.

### **Attracting and empowering Staff and Students**

UCA wants to empower staff and students to ensure that they feel they have an important contribution to make towards its success. The University will deliver space that enables collaboration between staff, providing flexible space for working and leisure. The new space will be designed with staff and students to provide an exciting and energising working environment that embraces inclusion and diversity. The space should provide both an effective and healthy place to work.

### **Creating and co-creating together to be at the leading edge**

UCA believe it is important to continue to explore creativity in oneself and others and that people are inspired to work together to enable great and innovative art and design. The University will do this by having a fully interactive and flexible design and infrastructure that continually evolves and changes as it occupants do, challenging perceptions and sense of the status quo.

### **Educating people to be excellent in what they do**

UCA believe in educating their staff and students to be the next generation of artists and business people. The University wants its staff and students to be involved in lifelong learning opportunities, engaging keynote speakers in the outside world, and have access to cutting-edge and inclusive teaching and learning spaces that meet the needs of diverse learners, ensuring access to state-of-the-art equipment and technology - including digital resources, enabled access anywhere on-site and remote learning.

### **Driving sustainability and well-being in a beautiful, effective and efficient environment**

The new facility will help UCA operate sustainably in the long-term by enabling improvements in the efficiency and effectiveness of the University's work. The investment will be a model for efficient estates operation and costs, which will have flexible spaces that will minimise duplication and delay. Operating processing and systems will be designed to harness the benefit of the new infrastructure, enabling continuous improvement, minimising waste and maximising resources. Well-being in this respect means connection with community, activity and physical well-being, awareness of societal needs, providing an altruistic framework and healthy living.

## 4.2. Estimated Floor Area and Schedule of Space

The current assumption is that an estimated net internal area of c.3,875m<sup>2</sup> (NIA) is required for the Epsom Business School, and will be provided by the existing Market Place building (1,538m<sup>2</sup> NIA) and the new building (2,337m<sup>2</sup> NIA).

The indicative summary of net internal accommodation requirements across both buildings is shown in the Table below. Further details are provided in the draft ITPN document available on registration with RIBA Competitions.

Using a net:gross ratio of 0.6 the new-build element is estimated to be 3,895m<sup>2</sup> GIA (2337/0.6 = 3895m<sup>2</sup> GIA). The existing Market Place gross internal area is 1,951m<sup>2</sup> (GIA).

Short-listed participants will however be expected to interrogate the University's Schedule of Accommodation and explore any potential for rationalisation of space based on utilisation etc. An objective will be to aim for efficiency and economy and the GIA of the new-build could be less than 3,895m<sup>2</sup> subject to design considerations and site characteristics.

Business School Accommodation Requirements	Estimated NIA space allocation required (m <sup>2</sup> )
<b>Foundation (Extended Diploma) and Undergraduate teaching studios</b>	
> Base rooms/studios and production/teaching rooms	1300
> [variable sizes, with maximum occupancies of between 35 and 50]	
<b>Post Graduate teaching studios</b>	
> Post Graduate social/autonomous working lounge	950
> Bookable post-graduate seminar/syndicate rooms [35 occupancy in each]	
> MBA teaching and learning studio	
<b>Central School (non-course specific) teaching spaces/resources</b>	
> Existing campus auditorium [250 seat]	
> 'Harvard-style' lecture theatre [occupancy of 100]	
> IT studios [equipped with 20 computers in each]	
> Reprographics area / IT help-desk, support for BYOD / printing / binding	
> Board Meeting Rooms [to seat 12 in each]	806
> Tutorial rooms [6 max. occupancy]	
> Campus Committee Room / Staff meeting space	
> Quiet room / well-being space [pastoral support, multi-faith prayer etc.]	
> Course equipment and general storage, archive, consumables	
> Re-provided general teaching spaces	
<b>Graduate Enterprise spaces</b>	
> Graduate Enterprise Incubator spaces [to accommodate 8 desks]	72
> Graduate Enterprise Meeting rooms [small, large]	
<b>Staff accommodation</b>	
> Business School Permanent staff	
> Sessional [hot desk]	422
> Staff meeting rooms [6 max. occupancy in each]	
> Technicians	
> FE academic staff	
<b>Social and collaborative spaces</b>	
> Learning lounge with kitchenette facilities, sofas, screens, BYOD	100
<b>Foyer / Exhibition area</b>	
> Flexible reception space with cloak room, lockers etc. and capable of accommodating events, exhibitions, pop-up shops	225
<b>Estimate of Net Internal Area requirement</b>	<b>3,875m<sup>2</sup></b>



### 4.3. Performance Standards and Sustainability

The building will be adaptable in use, sustainable, with low maintenance and operating costs, attractive materials and finishes that will wear well.

There will be a requirement for sustainable construction, low carbon design and sustainable use throughout the life of the building. The design proposals developed by short-listed bid teams will therefore need to address the wider issues of sustainability in terms of material selection, reducing resource consumption (e.g. via the use of natural ventilation and high levels of daylight penetration) and the incorporation of renewable technologies etc., but not at the expense of the design aesthetic, functionality or buildability. The scheme will need to meet the Planning Authority's general sustainability and renewable energy policy targets, with a University aspiration to achieve a BREEAM rating of Excellent. Structure and environmental services will therefore form an integral part of the design competition.

### 4.4. Attributes of the Successful Design Team

In developing their proposals, the successful design team will, amongst other attributes, need to:

- > Demonstrate that they can deliver the vision for a unique Business School for the Creative Industries, which can successfully combine arts education with business acumen;
- > Deal creatively with the challenges set out in the Brief;
- > Design a building that will represent a successful insertion within the Epsom campus and the surrounding area. The scheme will need to be efficient, affordable and capable of being realised to meet all planning and other statutory requirements;
- > Demonstrate an ability to create welcoming environments that people will want to inhabit, with an innovative use of design and technology to create an agile set of multi-functional spaces within a future-proofed facility;
- > Have the ability to create a building that aspires to meet leading standards of environmental building performance.
- > Have the ability to engage with academic stakeholders to generate innovative design solutions to the challenges set out for the new building.

## 5. Procurement Timetable

The Timetable (which may be subject to alteration) for the procurement is as follows:

Activity	Date (estimated)
<b>Expression of Interest with Selection Questionnaire (SQ)</b>	
OJEU Notice issued Memorandum of Information & Selection Questionnaire made available	Mon. 24 Sept. 2018
Latest date for queries relating to the SQ	Fri. 12 Oct. 2018, 17.00hrs (BST)
Deadline for receipt of SQ returns	Fri. 26 Oct. 2018, 14.00hrs (BST)
Evaluation of SQ returns commences	w/c Mon. 29 Oct. 2018 w/c Mon. 05 Nov. 2018
Short-listed Participants notified Notifications to unsuccessful Candidates	w/c Mon. 12 Nov. 2018
<b>Invitation to Participate in Negotiation (ITPN)</b>	
Issue of ITPN & Outline Design Brief to Short-listed Participants	Mon. 19 Nov. 2018
Site visit & open briefing session for Short-listed participants	Thurs. 22 Nov. 2018
Design approach workshop meetings	Mon. 17 Dec. 2018
Latest dates for general clarification queries relating to the ITPN	Fri. 04 Jan. 2019
Issue of Memorandum in response to general clarification queries	Fri. 11 Jan. 2019
<b>Invitation to Submit Final Tenders (ITSFT)</b>	
Issue of ITSFT	Mon. 14 Jan. 2019
Deadline for submission of Final Tenders (with design concepts)	Fri. 01 Feb. 2019, 14.00hrs (GMT)
Tender evaluation commences	w/c Mon. 04 Feb. 2019 w/c Mon. 11 Feb. 2019 w/c Mon. 18 Feb. 2019
Clarification interviews & presentations	w/c Mon. 25 Feb. 2019 (date Tbc)
Ratification by UCA Board of Governors	Date Tbc
Issue of Intention to Award Contract & Start of 10-day Standstill period	Date Tbc
Confirmation of Contract Award	Date Tbc
Public announcement of result	Date Tbc

The above Timetable is indicative only and UCA reserves the right to amend the Timetable or extend any period at its discretion. Candidates will be notified of any changes made to the Timetable. Appointment of the preferred team will be subject to approval by the University's Board of Governors.

UCA reserves the right not to proceed beyond the competition stage in the event that no one scheme meets the requirements and aspirations in respect of the project. All honorarium payments will however be paid as indicated.

# 6. General Notes



## 6. General Notes Pertaining to Selection Questionnaire Phase

### 6.1. Selection Questionnaire (SQ) and How to Obtain Unique Reference Number

In order to be considered for the project, Candidates must submit a duly completed Selection Questionnaire. Candidates who intend to submit an SQ return must obtain an editable version of the SQ document together with a Unique Reference Number (URN) by completing the on-line request form available at: <https://ribacompetitions.wufoo.eu/forms/uca-epsom-business-school>

RIBA Competitions will issue a URN [UCA#] to interested parties within two working days of submitting the on-line request form. Candidates should refer to the Notes for Completion section of the SQ, together with the Submission Instructions provided at **Sections 6.3 to 6.4** of this Mol.

### 6.2. Information available to Candidates at the SQ stage

The following documents will be made available to Candidates on submission of the on-line request form and checking of the relevant box confirming that the Candidate agrees to treat the supplied information in the strictest confidence:

- > PDF version of the Mol (this document)
- > Editable (Word version) of the SQ
- > Draft PDF version of ITPN

### 6.3. Submission Instructions for return of SQs

The SQ must be submitted in English (including all additional information). Any financial data provided must be submitted in, or converted into GBP Pounds Sterling. Where official documents include financial data in a foreign currency, a Pounds Sterling equivalent must be given.

The SQ must be completed in its entirety, with an electronic version (PDF format) of the completed SQ return submitted via RIBA Competitions' digital submission portal (RIBASubmit). A total upload limit of **15Mb** will be available, but Candidates are requested to keep file sizes as small as practicable whilst ensuring that the information presented is readily legible. A secure link for this purpose will have been sent to the e-mail address entered in the Wufoo on-line form used to request the SQ and Unique Reference Number [UCA#].

Each consultant firm from the required core design disciplines must complete Part 1 (Potential Supplier Information) and Part 2 (Exclusion Grounds) of the SQ. The architect firm leading the design team should in addition complete Part 3 of the SQ. The contract example case studies and CVs etc. of the Professional and Technical Ability component of the SQ return (**Part 3, Section 8.4**) must use **Arial 11-point typeface** (or close equivalent). Candidates may elect to submit responses to **Section 8.4A** through to **Section 8.4C** (Project Specific Questions to assess Technical and Professional Ability) as a separate, collated Appendix provided the requested information is presented and numbered in the order set-out in the SQ and the responses do not exceed the specified page limits. Candidates electing to submit a separate Appendix should append a Front cover sheet displaying the name of the lead architect firm, together with the names of proposed firms from the other required core design disciplines. The file names should consist of the URN [UCA#] assigned to the Candidate by RIBA Competitions, together with the name of the architect firm leading the design team:

- > UCA#\_Lead architect firm name\_SQ.pdf
- > UCA#\_Lead architect firm name\_Technical & Professional Ability.pdf

Any other appended files should follow a similar file-naming protocol.

Candidates are strongly advised to familiarise themselves with RIBA Competitions' digital submission portal (RIBASubmit) and allow sufficient time for their SQ return to successfully upload in advance of the deadline stated in **Section 6.4** of this Mol for receipt of SQ returns. The portal system will not allow material to upload after the deadline has expired.

### 6.4. Deadline for receipt of SQ Returns

The deadline for receipt of SQ Returns is **14.00hrs (BST) on 26 October 2018**. UCA and RIBA Competitions will not be responsible for any SQ returns delayed, lost or otherwise damaged or corrupted during transmission, however so caused. Late submissions will not be accepted without prior authorisation.



### 6.5. Eligibility and Composition of the Multi-disciplinary Design Team

Expressions of interest (in the form of a completed SQ return) are sought internationally from architect-led multi-disciplinary design teams. Each candidate's multi-disciplinary design team should also include (as a minimum) the services of a structural engineer, building services engineer and landscape architect, together with any other specialists the Candidate considers may be necessary to service the contract. A Quantity Surveyor and External Project Manager will be employed directly by the University.

The lead architect firm must include an architect who has the right to practise in the country where he/she is qualified or in the country where he/she currently resides or practises. UK-based applicants should therefore be registered with the Architects Registration Board (ARB) with overseas-based applicants registered with an equivalent regulatory body. Architects with more limited experience may wish to consider collaborating with another practice, but the proposed delivery arrangement should be clearly articulated in the return. As per the Construction (Design and Management) Regulations 2015, the design team will also need to include provision of an organisation or individual with sufficient knowledge, experience and ability to perform the role of Principal Designer with responsibility for co-ordination of Health and Safety during the pre-construction phase.

Candidates should note that design data for the Business School building will be managed and co-ordinated using BIM. The appointed lead architect firm will therefore be expected to have appropriate capability to manage the BIM model, with constructive input from all other design disciplines accordingly. The University currently anticipates that it will want to implement BIM to Level 2.

No member of the Evaluation Panel, employees of UCA, their advisers, or any third party connected to the procurement (including any partners, close associates or employees of them) shall be eligible to compete or assist a participating Candidate.

### 6.6. Conflicts of Interest

UCA is concerned to avoid conflicts of interests. In particular:

- i. Candidates should enquire of each party forming part of the Candidate's multi-disciplinary design team that such party (or a member of the same group of companies) is not engaged by any other Candidates in relation to this opportunity.
- ii. Where any party forming part of a Candidate's multi-disciplinary design team is the same company or a member of the same group of companies as that will put forward by another Candidate, the Candidate must ensure that these parties put sufficient measures in place (by way of "Chinese Wall" or otherwise) to maintain confidentiality at all times to the satisfaction of the University.

In accordance with Regulation 24 of PCR15, the University may exclude the Candidate if there is a conflict of interest between the University and the Candidate or a member of the consortium or a key subcontractor which cannot be effectively remedied. The concept of a conflict of interest includes any situation where relevant staff members have, directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the procurement procedure. Where there is any indication that a conflict of interest exists or may arise then it is the responsibility of the Candidate to inform the University, detailing the conflict in a separate Appendix. Provided that it has been carried out in a transparent manner, routine pre-market engagement carried out by the University should not represent a conflict of interest for the Candidate.

### 6.7. Commitment

This is a Selection Questionnaire stage only. Nothing in this MoI or accompanying SQ is to be construed as implying commitment by the University that it will award a contract. The University is not obliged to accept any submissions or enter into any contract pursuant to this procurement and reserves the right in its absolute discretion to withdraw from or terminate the process set out in the SQ and this MoI at any time, for any reason and without prior notice to the Candidates and at its sole discretion re-invite proposals on the same or any alternative basis. Any expenditure, work or effort undertaken is accordingly a matter solely for the commercial judgement of the Candidate. The University will not reimburse any expense incurred by Candidates in preparing their responses to the Selection Questionnaire.

### 6.8. Disclaimer

Candidates are responsible for obtaining the information which they consider necessary in connection with the procurement and must form their own judgement on its validity and suitability. Each Candidate must make its own independent assessment after making such investigations. The subject matter of this SQ and/or the SQ return shall only have a contractual effect when it is incorporated into the express terms of an executed contract.

The University (including its employees, agents, consultants, advisers and representatives) does not make any representations or warranties (express or implied) or accept any liability or responsibility (other than in respect of fraudulent misrepresentation) in relation to the adequacy, accuracy, reasonableness or completeness of the information in the SQ, this MoI or any part of the SQ or MoI (including but not limited to, any loss or damage arising as a result of reliance by the Candidate on the information or any part of it).

### 6.9. Changes to the SQ response

The Candidate must confirm whether there has been any change in relation to the information submitted at the SQ stage. Where any change has occurred, the Candidate must provide updated equivalent information to that requested in the SQ.

The University reserves the right to disqualify any Candidate where there is a change to any aspect of its response to the SQ if such Candidate has failed to notify the University of such change or, having notified the University, the University considers the effect of the change is such that the basis of the evaluation for the purpose of selecting potential bid teams, the Candidate would not qualify.

### 6.10. Confidentiality

The information supplied with this MoI and all other information whether written or oral made available at any time to Candidates by or on behalf of the University in connection with this procurement ("Information Provided") is provided on the basis that the Candidates, their sub-contractors and/or respective advisers will keep such Information Provided confidential at all times and that such information will only be used for the purpose of participating in this procurement. For the avoidance of doubt nothing in this paragraph shall prevent a Candidate from passing the Information Provided to its employees, potential sub-contractors and professional advisers in connection with this procurement provided such persons agree to treat such information as confidential in accordance with the duty described in this paragraph. The duty of confidentiality in this paragraph does not apply to information:

- i. which is in or enters the public domain otherwise than by breach of an obligation of confidentiality; or
- ii. which is or becomes known from other sources without breach of any restriction on disclosure; or
- iii. which is required to be disclosed by law or any professional or regulatory body.

# 7. Approach to Evaluation of Selection Questionnaire Returns

## 7.1. Evaluation Summary

The objective of the selection process is to assess the responses to the Selection Questionnaire. Responses to the SQ will be used in the evaluation process to determine Candidates' qualification for inclusion to proceed to the next stage of the procurement process. Each SQ return will be evaluated in the same manner as per the methodology outlined in this section.

The SQ document indicates which responses are to be provided for information purposes only, PASS/FAIL questions that the University considers essential to perform the contract, and which responses are to be scored. Failure to meet PASS/FAIL will be a ground for rejection of Candidates.

The Economic and Financial Standing sections of the SQ will be appraised by the University's finance/procurement department. The Technical and Professional Ability component of the return will be appraised by an Evaluation Panel.

## 7.2. Economic and Financial Standing

- > The University will reserve the right to apply to Dunn & Bradstreet, or similar, for evidence of organisation financial standing. If their Risk Indicator shows your organisation as high risk (4) the University will require additional financial information to reassure itself that your organisation has sufficient financial standing to be potentially awarded the contract.
- > The University will reserve the right to ask Candidates to provide additional information to demonstrate their economic and financial standing prior to confirmation of the short-list to proceed to the Invitation to Participate in Negotiation phase.
- > It is anticipated at this stage that, on appointment, the successful lead architect firm will be required to have or obtain Professional Indemnity Insurance cover of GBP £5m in respect of the project, and to ensure that the cover is back-to-back for each and every consultant in the architect's design team.
- > Candidates who do not currently hold the required Professional Indemnity Insurance cover will, if invited to submit a final tender, be asked to separately identify within their tender proposals any additional costs in increasing their Professional Indemnity cover to the required level.

Please refer to **Section 8.1** of the accompanying SQ document for the requirements in respect of Employer's Liability insurance and Public Liability Insurance.

### 7.3. Evaluation of Technical and Professional Ability section of the SQ Return

The Technical and Professional Ability component of the return will be appraised by an Evaluation Panel. This is the key section of the return for Candidates to use to differentiate themselves and demonstrate to the University why their multi-disciplinary design team should be short-listed for this project.

Technical & Professional Ability	Weighting	Demonstrated by	Evaluation notes
<p>Design and delivery of projects of distinction within the creative industries, education &amp;/or commercial sectors, of relevance to UCA's vision for the proposed Business School.</p>	<p>50%</p>	<p><b>Section 8.4A of the SQ *</b>                      Illustrative case studies (2 No.) of the contract examples cited under Section 6.1 of the SQ, which demonstrate:</p> <ul style="list-style-type: none"> <li>&gt; Record of involvement in the delivery of projects with high design quality</li> <li>&gt; Experience of creating spaces, environments &amp;/or artworks that have acted as transformative catalysts, by facilitating changing patterns in work, practice, learning &amp;/or engagement</li> <li>&gt; Innovative approaches to public realm/landscape design that have improved legibility, linkages and/or how spaces are used via a combination of refurbishment and new build works/insertions</li> <li>&gt; An innovative approach to design that is sensitive to context and end-user needs</li> </ul>	<p>Contracts for supplies or services should have been performed during the past <b>five (5)</b> years and relate to the architect firm wishing to be considered for the opportunity.</p> <p>Contract examples may be included from the creative industries, education, &amp;/or commercial sectors.</p> <p>Candidates should consider the relevance &amp; relative merits of projects within their portfolio. Whilst the inclusion of an 'incomplete' project (i.e. a project that is on, or about to commence on site) as one of the contract example case study would not deem the submission unacceptable, it may, depending on the stage that it is at, limit the ability of its qualities to be appraised. Similarly, whilst Candidates may elect to include projects which reached completion beyond the stipulated 5-year limit, their inclusion may limit the current technical &amp; professional ability of the architect firm to be appraised.</p>
<p>Ability to design &amp; deliver projects to budget &amp; programme involving complex briefs and input from informed clients &amp;/ or other stakeholders</p>	<p>25%</p>	<p><b>Section 8.4B of the SQ *</b>                      Illustrative case study (1 No.) of the remaining contract examples cited under Section 6.1 of the SQ which demonstrates;</p> <ul style="list-style-type: none"> <li>&gt; A creative but pragmatic approach to design, with projects delivered to time and in line with projected budget estimate</li> <li>&gt; How the views of informed clients &amp;/or stakeholders were taken into consideration in developing the design from concept to realised project</li> </ul>	<p>If a collaborative approach with another architect firm is proposed, at least one contract example case study should be included for each practice in response to <b>Section 8.4A</b> of the SQ and/or a contract example case study delivered jointly by the firms.</p> <p>A clear distinction should be made between photographic images of completed projects and computer generated visualisations. Any images featured within the submission should be clearly annotated to explain to which project(s) &amp;/or firms they refer.</p> <p>The contract example case studies will be evaluated in a holistic manner. Greater weight will be applied to the contract example case studies where individuals named in the CVs were involved in delivery of the project shown.</p>

\*Please refer to the corresponding sections of Part 3 (**Section 8.4**) of the Selection Questionnaire document for the maximum page limits over which the requested information must be presented.



Technical & Professional Ability	Weighting	Demonstrated by	Evaluation notes
Overall experience and balance of the design team, including proposed key personnel who will be responsible for design development & delivery of the project, including proposed consultants from other required core design disciplines (structural engineer, building services engineer, landscape architect)	25%	<p><b>Section 8.4C of the SQ *</b></p> <ul style="list-style-type: none"> <li>&gt; Team organogram showing key positions within the design team and proposed interactions with the University</li> <li>&gt; Brief CVs for key members of design team demonstrating professional qualification, recent project experience, current position and proposed role within the team.</li> </ul>	<p>CVs will be evaluated as a package. Greater weight will be given where reference is made to the contract example case studies where possible, and where firms from the other core required design disciplines were involved in the delivery of the case study projects.</p> <p>Projects undertaken at a previous firm may (with appropriate recognition) be included but the role in developing the scheme – design team leader, project architect – must be clearly outlined. Images should be clearly annotated to indicate to which projects, firms &amp; personnel they refer.</p> <p>If a collaborative approach with another firm of architects is proposed, the respective roles and anticipated delivery arrangement must be clearly articulated.</p>

The following scoring guide will be used to evaluate Technical and Professional Ability:

Score	Definition	Benchmark
10	Excellent response to question	In the opinion of the evaluators, the Candidate's response provides information which addresses all requirements and provides good or excellent quality relevant supporting evidence, which to some material degree provides evidence of an exemplary or class leading response.
8-9	Very Good response to question	In the opinion of the evaluators, the Candidate's response provides information which addresses all requirements and provides very good or excellent quality relevant supporting evidence.
6-7	Good response to question	In the opinion of the evaluators, the Candidate's response provides information which addresses all requirements and provides good quality relevant supporting evidence which to some material degree provides evidence of a good response.
4-5	Adequate response to question	In the opinion of the evaluators, the Candidate's response provides information which addresses all requirements; but the supporting evidence is less than good in some material degree or is of limited relevance to the response.
2-3	Poor response to question	In the opinion of the evaluators, the Candidate's response provides information which addresses all requirements. BUT the Candidate's response fails to provide relevant supporting evidence; or the evidence is not relevant to the response required.
1	Deficient	In the opinion of the evaluators, the response does not adequately address the stated requirements in respect of the project and the criterion being scored.
0	Not answered	The Candidate failed to provide a response.

#### Notes

i	Candidates must obtain a score of four or more against each of the sections used to demonstrate Technical and Professional Ability in order to be further considered for the contract opportunity
ii	Each member of the SQ Evaluation Panel will undertake an initial review of the SQ returns. A moderation meeting will then be held to discuss each SQ return, with weightings applied to the agreed scores against each criterion accordingly.
iii	The weighted overall score achieved and weighted consensus score for each scoring criteria will be released to each Candidate upon completion of the SQ stage. Additional feedback will only be provided upon request.

#### 7.4. Selection of Design Teams to be Invited to Participate in Negotiation

The weighted overall score arising from the evaluation of the Technical and Professional Ability section of the SQ will be used to order the returns in order of highest to lowest for the purpose of short-listing and selection. A shortlist of suitably qualified Candidates (maximum 5) as determined from the scoring of the Technical and Professional Ability section of the SQ Returns will be invited to participate in negotiation.

#### 7.5. SQ Evaluation Panel

The SQ Evaluation Panel (subject to change) that will appraise the Technical and Professional Ability component of the SQ return is expected to comprise:

Name	Affiliation
Alan Cooke	Deputy Vice-Chancellor (Corporate Resources), UCA
Katherine Boxall	Assistant Director, Business School for the Creative Industries, UCA Epsom
TBC	Head of School for Architecture, UCA
Tim Savage	Academic Development Planning Manager, UCA
Scott Barson	Associate Director, Fusion Project Management Ltd.
Nigel Craddock	Project Director, Pascall + Watson - acting as Architect Adviser
Russell Whitaker	UCA Client Representative (Briefing Stage)

A representative from RIBA Competitions will not score but will attend the moderation meeting to document the selection process and provide procedural support.

The Evaluation Panel will be provided with advisory assistance from UCA representatives, Fusion Project Management Ltd, and/or other consultants employed by the University. In the event of a Panel member being unable to continue to act through illness or any other cause, the University, in consultation with RIBA Competitions, reserves the right to appoint an alternative Panel member.

## 8. Invitation to Participate in Negotiation

The negotiation phase will require short-listed Participants to outline their approach to design and working with the University. It is envisaged that the negotiation will be limited to a defined period as per the procurement programme.

### 8.1. Documentation

It is currently anticipated that the following will be issued with the ITPN document to short-listed participants:

- > Planning constraints report
- > Schedule of Accommodation (Excel format)
- > Construction Budget & Cost build-up calculation (Excel format)
- > Surveys and site plans
- > Market Place building drawings
- > Draft copy of BIM Employers Information Requirements
- > Information relating to Contractual arrangements

### 8.2. Process

At the beginning of the negotiation phase short-listed Participants will be invited to attend a group site visit and open briefing session with key UCA representatives and their appointed advisers. It is anticipated that Participants will be invited to individually meet with the University's representatives (and/or their appointed advisers) on one further occasion, being the workshops referred to below. These workshops will be confidential to individual Participants, with the exception of any general clarifications where circulating advice arising from queries will be in the interest of maintaining transparency and fairness in the procedure and would not constitute a breach of commercial confidentiality. Although not currently the intention, the University will reserve the right to successively reduce the number of solutions to be discussed via the application of the appropriate Award Criteria.

### 8.3. Design Approach Workshops

Each short-listed Participant will have the opportunity to individually meet with the University's representatives on a further separate occasion to participate in a Design Approach Workshop. These workshop meetings will be held at the UCA Epsom campus as per the Timetable given under **Section 5**.

Participants will be required to make a presentation on their progress to date, but will be free to structure the workshop as they see fit to enable them to get the best out of the session and raise briefing and design questions. The University will not in this context be evaluating the design proposals put forward by Participants and accordingly they should not feel constrained in terms of exploring solutions with the University. The University does, however, intend to take into account as part of the overall evaluation how the Participant's team interact with each other and how they interact with the University team.

## 9. Invitation to Submit Final Tenders

It is anticipated that Participants invited to submit Final Tenders will be required to submit the material outlined below.

### 9.1. Design Submission

The design submission will outline the Participant's approach including its understanding of the University's requirements and how it would work with UCA representatives, academics and other stakeholders to ensure successful delivery of the Business School to programme and budget. It is anticipated that Participants invited to submit Final Tenders will be required to submit the material outlined below:

**3x No. A1 Design Boards** illustrating the approach and design concept. It is anticipated that the required content will include but not be restricted to:

- > The vision for the Business School within its setting and what would make it unique and compelling.
- > Contextual site plan depicting the main features and organisation of the scheme.
- > Contextual visualisations illustrating the main characteristics of the scheme, including its abutment against the Market Place building and proposals for the reinvigoration of the quadrangle space and improved linkages across the campus.
- > Illustrations depicting the look and feel of the interior, external spaces, texture and materials.
- > Diagrams, sketches and supporting text to outline the approach and design drivers behind the proposals. These should include diagrams summarising the proposed approach to building services design and sustainability.
- > Elevations and sections to depict key aspects of the scheme such as elevational detail and proposed material palette.
- > Floor plans illustrating proposed floor layouts, adjacencies, organisation and flow within the building.

**Design Report**, limited to 15 single-sided pages, to expand on the material presented on the A1 boards with explanatory sketches and drawings.

- > Outline of proposed team structure, respective roles and responsibilities and key personnel that would be involved in developing the design proposals, together with method of proposed working and engagement with the University and its stakeholders.
- > Description of the design approach outlining how it addresses the outline brief and the aspirations for the Business School building.
- > An outline of the proposed structural strategy for the building and its integration with services to deliver a sustainable project and attain a BREEAM Excellent Certification.
- > Outline specification of materials, with a brief description of key components, proposed palette of materials, finishes and the reasons for selection.

## 9.2. Statement on Costs and Appraisal of Headline Budget

A Statement on Costs and Appraisal of Headline Budget demonstrating that the proposals will be capable of being delivered within the identified construction budget. It is anticipated that this will require submission of:

- > An accommodation schedule demonstrating how the spaces designed correspond in size against those listed in the University's Schedule of Accommodation, with overall nett and gross internal floor areas and ratios thereof;
- > An elemental cost plan;
- > A design programme to achieve the required timescale;
- > Schedule of key infrastructure requirements;
- > An outline specification for major elements;
- > Appropriately scaled drawings for cost feasibility check purposes in DWG and PDF format.

## 9.3. Pricing Schedule and other Tender-related documentation

Pricing Schedule and other Tender-related documentation to include:

- > A lump sum fee to cover the cost of developing the proposals in sufficient detail to clarify the design and the project budget leading to submission of planning application (RIBA Stage 3), and subsequent technical design development up to RIBA Stage 4.
- > A percentage-based fee proposal based on the GBP £15.311m construction cost envelope to cover the cost of developing and delivering the project over RIBA Stages 5 to 7.
- > A resource schedule and breakdown of hourly rates for members of the Core Design Team.

# 10. Clarification Interviews

Bidders will be invited to present their proposals to the Evaluation Panel at a clarification interview. The purpose of the interviews will be to provide design teams with an opportunity to explain their proposals as tendered, and to enable Panel members to seek clarification on any issues that are un-clear from their initial appraisal of the submission return.



# 11. Award Criteria

The aim of this procurement is for the University to select a preferred architect firm on the basis of the Most Economically Advantageous Tender\* in respect of design, value and potential deliverability within the identified construction cost envelope. Further details of the Award Criteria will be included in the final version of the ITPN document issued to short-listed architect firms but are expected to comprise:

\*Most Economically Advantageous Tender means that Tender returns will be assessed on Quality and Cost. The relative split is anticipated to be 70% Quality and 30% Cost.

Award criteria		Weighting	
1	Satisfaction of the requirements of the Outline Brief, including adherence to the budget estimate & the proposals ability to meet the University's vision for the Business School for the Creative Industries	20%	Quality 70%
2	Quality and architectural distinction of the design concept	20%	
3	Appropriateness of proposed response to the site-specific challenges, constraints & opportunities to link to the wider campus	15%	
4	Proposed team structure, understanding of expectations and ability to work in partnership with the University as demonstrated through the overall approach, mid-term workshop and presentation at interview	15%	
5	Capacity to manage and deliver the project within budget and to programme, including demonstration of a sufficient level of resourcing to deliver the quality and scope of design services required	10%	Cost 30%
6	Submission of a competitive fee proposal (broken down per RIBA work stage) to deliver the quality and scope of design services required	20%	

The financial component of the Tender return will be evaluated separately by representatives from the University and/or a Cost Consultant retained by them. The Quality and Cost scores for each tendering architect firm will then be aggregated to determine the preferred Bidder.

## 12. ITSFT Evaluation Panel

The Panel (subject to change) that will evaluate the Final Tenders is expected to comprise:

Name	Affiliation
<b>Panel members</b>	
Prof. Bashir Makhoul (Chair)	Vice Chancellor, UCA
Prof. Roni Brown	Deputy Vice-Chancellor (Academic), UCA
Alan Cooke	Deputy Vice-Chancellor (Corporate Resources), UCA
Colin Holden	Head of Schools of Architecture and Crafts & Design, UCA Canterbury
Katherine Boxall	Assistant Director, Business School for the Creative Industries, UCA Epsom
Nigel Craddock	Project Director, Pascall + Watson - acting as Architect Adviser
Tbc	Member of Board of Governors, UCA
<b>Advisers</b>	
Tim Savage	Academic Development Planning Manager, UCA
Scott Barson	Associate Director, Fusion Project Management Ltd.
Russell Whitaker	UCA Client Representative (Briefing Stage)

A representative from RIBA Competitions will not score but will attend the clarification interview meetings to document the selection process and provide procedural support.

The Evaluation Panel will be provided with advisory assistance from UCA representatives, Fusion Project Management Ltd., and/or other consultants employed by the University. In the event of a Panel member being unable to continue to act through illness or any other cause, the University, in consultation with RIBA Competitions, reserves the right to appoint an alternative Panel member.

## 13. Honoraria

Each Participant invited to submit a Final Tender who submits a compliant Tender and gives a clarification interview presentation will receive an honorarium payment of GBP £7,500 (+VAT). However, in the event that that the University carries out deselection on conclusion of the negotiation phase, Participants who participated in the interim design workshops in accordance with the ITPN but were not invited to submit a Final Tender will receive an honorarium of GBP £3,000 (+VAT).

Honorarium payments will be paid to the Lead Architect firm from each multi-disciplinary design team. The University will undertake to make the honorarium payments within 30 calendar days of the clarification interview presentations (or issue of notification letters in the case of Participants not invited to submit a final tender) and on submission of an Invoice to RIBA Competitions. No payments will be made in respect of the SQ phase.

## 14. Appointment

The final decision on the appointment of the preferred bidder identified by the Evaluation Panel will rest with UCA's Board of Governors. The University will however reserve the right not to proceed with the procurement in the event that no one scheme meets the requirements and aspirations set for the project, but all honorarium payments as indicated will be awarded.

On appointment, the architect firm leading the design team will act in the role of Lead Consultant for the Business School project. UCA intends to enter into a single contract with the Lead Consultant firm, who will be responsible for ensuring that contracts with their sub-consultants are aligned with the University contract.

On appointment the Lead Consultant firm will be required to retain Professional Indemnity insurance cover of GBP £5m (as a minimum), and to ensure that the cover is back-to-back for each and every consultant in the architect's design team. It is anticipated that (subject to fee agreement) the design team proposed by the Lead Consultant firm will be retained.

However, the University reserves the right to determine the final composition of the design team appointed as the winner and this may include the appointment of consultants that are not suggested within the competitor's bid. For the avoidance of doubt this is to ensure the correct mix of skills and expertise and will not be imposed unreasonably.

UCA's intention is to appoint the winning team to develop their design proposals up to RIBA Stage 3 in the first instance, leading to submission of a planning application. Subject to the number of student applications meeting target projections for the 2019-2020 year, UCA's intention is to appoint the winning team to the end of RIBA Stage 4 (Technical Design). The successful architect firm may be novated to a lead contractor from RIBA Stage 4 onwards, although the form of construction procurement is yet to be determined.

UCA reserve the right to review and terminate the project at the key breakpoints listed below:

- > End RIBA Stage 3
- > End RIBA Stage 4 (Technical Design)

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## 15. Publicity

Candidates and participating bid teams will be required to maintain confidentiality throughout the procurement process and not identify themselves; the names of short-listed participants; or the names of successful or unsuccessful bidders; or release any design proposal images etc. to any third parties or media outlets until after an official announcement has been made, and/or any related embargoes/ mandatory standstill periods have elapsed.

Once any anonymity restrictions or embargoes have been lifted, authors of all proposals will be duly credited and recognised in all associated media publicity.

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## 16. Enquiries

RIBA Competitions are assisting UCA with the management of the procurement process. Representatives from the University and members of the Evaluation Panel should not be directly solicited for information as this may lead to disqualification from the process. All queries relating to the Selection Questionnaire phase should be submitted via e-mail to [riba.competitions@riba.org](mailto:riba.competitions@riba.org) and contain Business School for the Creative Industries at UCA Epsom in the 'subject' header line, with the body of the text clearly identifying to which section of the SQ or the Mol the question relates. Candidates should refer to the Procurement Timetable regarding the latest deadline by which to raise queries.

The intention will be to make advice arising from queries received available to all Candidates via the e-mail address entered in the on-line request form, where doing so is in the interest of maintaining transparency and fairness in the procedure and would not constitute a breach of commercial confidentiality.

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