



Sustainable procurement to deliver sustainable housing



Cardiff Council - Cardiff Housing Partnership Programme

Like many cities, Cardiff faces a challenging housing market and a shortage of sustainable housing. The delivery of the Housing Partnership Programme is a key priority for Cardiff Council. The programme aims to address the need and demand for affordable housing in the city, regenerate brownfield sites, deliver community benefits and support jobs and training opportunities. The Council's vision is for all the properties built to meet exceptional levels of design, sustainability and energy efficiency and the WRAP Cymru procurement review highlighted additional areas in which this vision could be achieved.

Outcomes

The procurement documents to be used in the competitive dialogue process now contain additional questions and criteria to maximise the delivery of Cardiff Council's aims to build sustainable homes and sustainable communities.

Emphasising the importance of the delivery of community benefits at the early stage of procurement will ensure bidders include robust plans to achieve these objectives.

The estimated impacts of the WRAP Cymru support to implementing resource efficiency in the construction of the community housing project are:

- 5,641 tonnes of landfill diversion
- £50,211 cost savings
- 74 tonnes of CO2

"The advice and guidance received from WRAP Cymru has proved invaluable in developing areas of our project and Procurement documents.

WRAP were able to identify the key objectives of the HPP and provide additional support to help us develop evaluation criteria around the wider sustainable agenda. In doing so have helped us to ensure that these aspects of the project are adequately addressed through our procurement process and that a robust evaluation criteria is developed.

Whilst we have always been clear that sustainable development is a key aspect for the HPP, we very much wanted to ensure that wider community benefits are adequately addressed to reflect the development of sustainable communities.

Support and guidance to develop criteria around targeted recruitment and training initiatives, waste management plans and the development of local supply chains has been most helpful."

David Jaques
Housing Development Manager
(Energy and Waste)

Background

The Council is seeking to appoint a development partner or consortium capable of ensuring the delivery of its ambitious plan to develop over 40 sites for housing covering some 40 hectares of land and up to 1,500 homes across the city.

The housing units will be delivered over an agreed period in three phases of development, each phase achieving around 500 homes across a range of sites. Phase 1 of the Housing Partnership Programme (HPP) will commence in 2015.

The Council has approved a Capital Investment of up to £33 million to support the project and fund the development of new affordable homes and deliver wider regeneration work.

Through the HPP, the Council aspires to deliver sustainable developments and communities, building high quality, energy efficient homes integrated with their surroundings. The Council wants to create local jobs and training programmes and deliver wider community projects to ensure the HPP brings real investment to the city and its citizens.

Aims and Objectives

The HPP has four overarching project objectives:

- Maximise the deliverability of affordable housing;
- Build sustainable homes;
- Maximise the Council's resources (land and capital), and
- Build sustainable communities.

Procurement Process

Cardiff has recognised that they cannot achieve these aims alone, so are searching for a development partner who shares the same vision and innovation. In order to achieve this, Cardiff has chosen the

competitive dialogue procedure to appoint their housing partner.

Applicants responding to the OJEU notice will be invited to complete a pre-qualification questionnaire (PQQ) which will require organisational and financial information, details of technical capacity and experience and other relevant information.

Up to eight applicants will be selected to enter into dialogue with the Council in accordance with the criteria set out in the PQQ. During the following outline and detailed solution stages, bidders will be invited to participate in dialogue meetings during which both the bidders and the council will be able to ask questions to ensure solutions best meet overall project requirements.

Sustainability

In terms of the design of the new homes, Cardiff has already developed a clear strategy. Across the HPP, the Council aims to adopt a standard which will achieve at least a 25% uplift in building performance over Part L of the Building Regulations 2010. This will exceed the current relevant sustainable building standards outlined in Planning Policy Wales in relation to Code for Sustainable Homes and BREEAM. Where appropriate, further uplifts in performance will be sought on suitable sites through the use of renewable energy generation.

WRAP Sustainable Procurement Project Support

Whilst maximising the sustainable design and performance of the new homes was already well established, Cardiff Council sought advice via WRAP Cymru to identify further opportunities to embed sustainability in to the contract, including maximising resource efficiency during construction and in the delivery of community benefits.

With this in mind, WRAP Cymru completed a review of the draft Memorandum of

Information (Mol) PQQ and Invitation to Submit Outline Solutions (ISOS).

Recommendations

PQQ

The WRAP Cymru review of the PQQ identified that the document could be strengthened in the area of community benefits. As a priority area of the project, the PQQ offers an opportunity for the Council to raise awareness of how important they see community benefits to the market. Specific questions were provided which complied with the EU Procurement Directives and were aligned with both the Councils and Welsh Government's Procurement Policy to ensure targeted recruitment and training, and other benefits to citizens in Cardiff.

The review also identified the opportunity to increase the focus on environmental management and example questions on how this could be considered and evaluated were provided.

ISOS

The ISOS requires that bidders use a 'fabric first' approach which prioritises improvements to a buildings fabric and services in order to increase the energy performance of the building.

The review recommended that the Council take this opportunity to introduce their aim to deliver resource efficiency in the construction phase of the work. This could be done by referencing WRAP's work on resource efficiency in the built environment and by including a question on how the bidders understand the council's vision for a resource efficient project.

A further recommendation was made to raise the aims of targeted recruitment and training as part of the programme which

had been identified as key to successfully tackling deprivation and particularly economic inactivity through housing investment.

The emphasis was on ensuring that employment and training opportunities are provided by the contractors (whether they are locally based or not) with some provision for targeted recruitment, support for supply-chain initiatives and in-service training.

ISDS

The Invitation to Submit Detailed Solution (ISDS) stage contains more comprehensive questions to understand in greater detail the bidders approach to all aspects of project delivery.

WRAP Cymru provided a series of example questions and contract clauses to address:

- Use of recycled and reused materials;
- Site Waste Management Plans (SWMPs); and
- Waste in the supply chain.

For example, questions included:

- how bidders will identify, prioritise and select options to design out waste, set targets for waste reduction, and increase reused and recycled content;
- how bidders will embed information into a Site Waste Management Plan and communicate design decisions; and
- how bidders propose to contribute most effectively to meeting Cardiff's resource efficiency objectives and aims to minimise waste to landfill.

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