



Brief for Project Management Support, consultancy role

Community led housing, in Langley, Rochdale.

Langley Community Benefit Society Ltd (Langley CBS) wish to appoint a Project Manager to lead on the community led housing scheme in Langley. Local residents propose to create and own their properties for social rent. This document provides a background to the project and who's involved. It also provides details of the Project Manger role required to support the development of this scheme.

Background

The need and the community

There is a shortage of affordable social housing on the Langley estate forcing some local people to move off the estate, live with their parents or friends or take on the financial risk of a more expensive property on Langley. Riverside Housing are the main housing provider on the estate but the demand for properties outstrips supply. Rochdale Council and Riverside Housing support this need and the group feel there is demand for properties for people to down size, for young and big families and for individuals to move into their own place.

Local residents approached Resonance Community Developers Fund (RCD Fund) in 2019 with the aims:

- To work in partnership to create and own good standard social housing, that are easy and efficient to run for local people to rent.
- To support residents to increase health and well-being and connect to local services and activities
- To create opportunities for the local community to get involved through training, volunteering and employment

Founding members:

Councillor Sue Smith has been a community activist for most of her adult life, she is a qualified youth and community worker, fitness instructor and local councillor. She is an active volunteer in the community providing numerous projects with people aged from cradle to grave.

Terry Smith began researching Social Housing and Community Led Housing over 5 years ago. But before that he has always been an advocate for social housing. He is a qualified youth and community worker and has been a community activist for over 40 years. To be able to build the much-needed affordable social housing in our community will see one of his main dreams becoming a reality.

Along with his wife he co-founded Status 4 All, a charity on Langley who support children with alternative curriculum activities, and they manage a huge allotment and community space on the Langley Estate, which houses a youth allotment and many other plots that

benefit the community. Sue and Terry are also part of Bowlee Community Association who are refurbishing, reopening and taking over community management of the Bowlee Pavilion.

Ivy Isherwood is an active member of the community, she has lots of experience in housing issues as she has been the chairperson of Riverside Housing Committee for many years. She is also a volunteer on numerous projects supporting people from the community who are lonely and isolated.

Secretary: Kathryn Carr is an active member of the community; she's been the secretary of Riverside Housing Committee for 2 years and member for 4 years. She's also a Rochdale Champion for RMBC and has a keen interest in disabilities. She has 20 years' experience of working in the NHS and her and her husband have been foster parents.

Completed Project elements:

- **Early-stage feasibility** – social investment provided by RCD Fund and match funding provided by Rochdale Council. GMCVO provided community coordination support as part of the RCD Fund.
- **Housing need** - Local need identified through Rochdale Council Riverside's statistics, adhoc evidence and online survey.
- **Local engagement** - Set up Langley Community Benefit Society Ltd in November 2020 with 3 directors, another 9 community members and other local organisations in support. Skills audit and training plan is being drafted for directors. Community engagement has been limited during covid but there are plans to hold face to face activities and a Facebook page has been created <https://www.facebook.com/LCBA4/>
- **Partners** – support from Rochdale Council and Riverside Housing.
- **Development site** - proposed site for Community Led Housing has been approved by Rochdale Council.
- **Design & cost**– BYA architects appointed, massing study looking at a number of layout options have been prepared. Rough budget estimate provided. RMBC planning department have previously specified a maximum of 8-10 properties. However, some initial layouts are to be shared with Planning to understand the principal of development and any feedback on the various layout options prepared by BYA Architects.
- **Energy scoping** – BYA have explored the options and we're currently aiming for low carbon properties with increased insulation, air tight, electric heating of air and water (via air source heat pump, with top up if needed), MVHR and photovoltaics. Depends on viability and best fit for residents. In addition, consider low carbon efficient development including Modern Methods of Construction.
- **Site investigations** – phase one site investigations commissioned and the site is deemed to be low risk with minor biodiversity value.
- **Financial model** – drafted

Note: Langley CBS will be taking advice on the best procurement strategy/route to engage the design and construction team (design & build, traditional procurement or a hybrid of the two).

Project players

- **Langley CBS:**
 - Set up by residents and are using investment from RCD to explore the feasibility of the scheme. They will commission the PM.
 - Have appointed GMCVO as the Community Coordinator (see GMCVO's role below).
- **Rochdale Council** are landowners and funders
- **The Project team** is likely to consist of the Langley CBS, Rochdale Council and Community Coordinator
- **The Design team** is currently led by BYA Architects
- **GMCVO Community co-ordinator** has provided coordination and project management support including setting up Langley CBS and accessing RCD funds.

Once a project manager has been appointed the Coordinator will take a broader external community stakeholder engagement role, oversee and provide ongoing support to the Langley CBS in the following areas:

- Governance, support to board and skill development - monitoring representation of wider community
 - Social impact - help Langley CBS with objectives and grow impact
 - Membership and community engagement
 - Reporting to RCD
- **Resonance Ltd** manage the RCD Fund they are providing investment for project development/feasibility and if viable the Langley CBS can apply for capital costs. They will be kept informed of progress and may advise on the development of the scheme.

Project Management Consultancy -

Project Manager (PM) Role

- Consultancy role, based in Langley. It's anticipated that the PM will work from their own office/home and visit Langley as and when needed. Occasional office and/or meeting space could be available at Bowlee Pavilion, Middleton, M24 5JL or other venues in Langley.
- The PM will be accountable to Langley CBS.
- will lead, engage and motivate the project participants (project team, design team, Langley CBS and other stakeholders as required).
- Ensure Langley CBS are supported and involved throughout the development of the scheme, represent them in developing the project brief
- Will be the lead negotiator and coordinator with the stakeholders and partners and aim to understand stakeholders' requirements and their impact on the project
- Will lead in coordinating and managing the project team

The PM role will establish the processes and procedures that are necessary to ensure that the project proceeds and is completed as planned, aiming to finish on time and within budget. The required processes and procedures are to be recorded in a Project Execution Plan (see project management tasks for details).

This PM will ensure full engagement of all partners to deliver a planning consented scheme. So this commission is up to submission of planning application (the end of RIBA stage 3, Spatial Coordination) with the view to extend it to completion (RIBA stage 7, Use) if viable.

Project Management Tasks

The role requires a broad range of skills and experience so the Project Manager may need to subcontract/involve other specialists. In your tender response please specify who's involved and their role.

Key elements of the role may include:

- **Advise on the best development approach** to create affordable housing in Langley and clarify if the approach outlined in this brief the best options for the Langley CBS.
- **Clarify roles and responsibilities** for all partners involved
- **Assist with strategic decision making** through the agreement initially of the project brief and the development of the Project Execution Plan, which is to be used as a 'live' project management tool that enables the PM to track decision making and control, monitor and report the projects progress.
- **Advise on risk management strategy** and identify and manage project risks by ensuring risks and mitigation are reported and communicated effectively to enable mitigating actions to be taken asap.
- Outline how the project will be delivered through the **Project Execution Plan** with milestones for key activities, stakeholder involvement, procurement, design, and construction. This will include management of key interfaces, constraints, risks and actions and will include, but is not limited to:
 - Identification of key stakeholders, managing negotiations to provide stakeholder input in a timely manner (e.g. landowners, funders, sustainability, community, end users)

- establishing communication and management protocols
 - establishing the project budget and project programme
 - identification of project risks and risk management
 - The definition and development of the project structure – Initial partnerships, Joint venture (JV), Special Purpose Vehicle (SPV), ongoing management and ownership structure etc.
 - Establish funding gaps and inform the fundraising strategy
 - Gantt chart project to aid efficient and clear communication in reporting on project progress and risk management (including tasks, actions for the project team, milestones, dependencies and mitigation strategies)
- **Liaise with the design team**, advise on and deliver the selection and appointment of additional consultants to supplement the current design team as required. Work with them to plan for/obtain statutory requirements, such as planning permission.
 - **Advise on procurement strategies/route** to engage the design and construction team (see above 'Note' in 'Completed project elements')
 - **Conduct planned negotiations** with RMBC and associated actions/partners to agree land deal, JV/SPV arrangements
 - **Support development of a local lettings policy**, which will be coordinated by a member of Langley CBS
 - **Coordinate legal advice**
 - **Manage the integration and flow of design information** and ensure the proposal remains consistent with the business plan and Project Execution Plan
 - Ensure regular **review and reporting of budget** to the Langley CBS, project team and sponsor/funder.
 - **Develop a 30-year Business Plan** to direct the project including the application of viability assessments (in outline at early stages). The evolving business plan is expected to inform and influence project decisions from the outset and throughout the commissions. Key areas include, but are not limited to:
 - Housing management proposals (to be coordinated by a Langley CBS member)
 - Financial strategy for fundraising, including a community share offer
 - Financial analysis and revenue estimates in operation.
 - Liaise with the Design Team and other relevant professionals to appraise the viability of options for the mix of housing' Forecasting anticipated costs and incomes in operation of housing to enable business planning in the medium to long term
 - Impact of business plan on design and operation
 - Aligning the business plan to any community engagement undertaken so that this engagement process is reported fully in the business plan
 - **Assisting in the handover process** at completion of this commission.

NB. the PM role and tasks may be reviewed subject to project conditions and delivery.

Deliverables

- Project execution plan
- Engage and involve Langley CBS enabling them to make decisions at all stages of project development
- Managing the feasibility/strategy stages
- Agree land deal with RMBC
- Agreed SPV/JV for development phase (if required)
- Full Planning submission (if viable)
- Business plan
- Local lettings policy
- Housing management agreement

Experience, skills and knowledge

To fulfil this role, the following experience skills and knowledge is expected:

- Leadership and communication skills, motivational and good interpersonal skills and risk management expertise
- Previous experience in project managing a community led development project
- Experience of leading projects through viability assessments and assembling funding to deliver housing projects
- Strong influencing, decision making and team working skills

Desirable: local connection and/or understanding of the Middleton area

Tender clarification

Any clarification required or discrepancies in the documents should be made in writing to the main contact below and the response to requests/questions will be given to all tendering consultants.

Tender submission

The tender submission should describe how you intend to meet the brief and the costs involved. Please clarify who will carry out work and what sub consultants you will use and the associated costs.

Please give an anticipated timeframe for the start and end dates for the commission as part of the timetable including lead in period from instructions.

Please include:

1. Fixed Price of internal and external consultants

2. Timetable
3. Evidence of two projects that demonstrate relevant skills by way of reference, one of which should ideally be of a similar project.
4. Clear method statement and what is to be included in the commission to meet this brief
5. CV of all the people who are going to carry out the work, including details of each individual's role, responsibilities and specify what elements of the commission they will deliver.

Deadline for submissions: Wednesday 4th August 2021

Please submit complete tender strictly in accordance with the instructions and any corrected discrepancies. Failure to comply may lead to invalidation of tender submissions.

The tender should be emailed and marked "Confidential tender for Langley Project Management"

Selection process: shortlisted applicant/s will be interviewed by a panel consisting of Langley CBS and GMCVO. The **proposed interview date is Friday 20th August 2021, at Bowlee Pavilion, Middleton, M24 4SD.**

Contact for all enquiries and tender submission: info@langleycommunity.co.uk

Appendices

1. Resonance investment stage matrix (outlines the Funder's approval stages, investment available and inputs/outputs required for each stage in order for CBS to achieve next round of investment), refer to Stage Bi (current stage) and Stage Bii
2. Resonance Stage Bi investment
3. Community Partnership Agreement (CPA) – Agreement between the Funder and the CBS (available July/August 21).
4. Design team brief and tender submission
5. Design team reports:
 - a. Massing study for 10, 14, 20 and 26 properties
 - b. High level assessment of eco measures
 - c. Budget estimate for all 4 schemes
6. Financial model for 14-unit scheme
7. Site investigation by Sutcliffe (large document (50,516 KB))
8. Topographical survey
9. Tree survey
10. Ecological assessment
11. Recent project minutes