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ARCHITECTS' PROFESSIONAL EXAMINATION AUTHORITY IN SCOTLAND Ltd.

THE EXAMINATION IN PROFESSIONAL PRACTICE &
MANAGEMENT: PART 3, 2007

SCENARIO to the PRACTICE EXAMINATION

All the characters, locations and incidents contained in this Paper are fictitious. The projects, if based on live events, have been amended to conceal specific identity.

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SCENARIO

The following information describes the hypothetical architectural practice for which you, the candidate, 'work' as an architectural assistant with two and a quarter years of post-Part 2 experience. It sets out the structure of the firm and something of its philosophy, the people involved and the work they are presently doing, and the financial framework within which they are operating. It includes background information on various projects which may be the subject of questions in the written Examination Paper.

THE PRACTICE

GFY Architects
Geddes House
1 Union Street
CITYBURGH
CB1 9RW
United Kingdom
Tel: 004 523 0079
Fax: 004 523 7863
gfy@cityburgh.co.uk

THE PARTNERSHIP

Miriam Gorst DA, RIBA, FRIAS is in her late 50s. She trained at the Westcoasts University School of Architecture and was a Cityburgh Silver medallist and a RIBA Bronze medallist as a student. She is a past President of the Cityburgh Institute of Architects. She promotes conservation and green issues and has gained a reputation as a good designer and, recently, as an expert witness.

Duncan Flynn B.Arch, Dip. TP, MB, MRTPI, RIBA, ARIAS, MaPS is also in his late 50s. He trained in London as an architect and planner and spent three years as editor of the national journal 'The Urban Designer' and as a tutor on Urban Design. He continues to write on Urban Design and to lecture part-time. He has trained as a Planning Supervisor, has registered as a member of the Association of Planning Supervisors and is actively involved in its Regional and National Committees and has recently attended an update course on the 2007 CDM Regulations. He has been appointed to the local / regional panel of Adjudicators and has just completed a part-time MBA with Cityburgh University. Duncan is increasingly interested in a return to a writing career and in consultancy work and has discussed with Miriam and John the prospect of retirement from the Partnership and whether some arrangements might be made to enable his continued, part-time involvement. The Partners have agreed to take time to consider what is in the best interests of the Practice with a view to agreeing a way forward by the end of the year.

John Young B.Arch, ARIAS is 39 years old and joined the Partnership over three years ago. John had been taught by Duncan as a student and, having set up as a sole practitioner 3 years after qualifying, he had developed his practice to a point where he was over-stretched by a mix of small commissions and several design and build projects with developer/construction industry friends from student days.

He had kept in touch with Duncan, knew of GFP's good reputation, and recognised the potential benefits for both organisations in joining forces. Since

neither practice had high levels of retained capital, it was relatively easy to establish a basis for partnership.

Background:

The Practice has now been in business for 21 years. GFP (the original practice established by Gorst, Flynn and Paske) was set up in 1985. Neil Paske, who had retired as a partner and was acting as a consultant to the Practice, had his agreement terminated five years ago following a major liability issue resulting from a project he was responsible for. Fortunately, the matter was settled by the practice's Professional Indemnity Insurers before it reached court and no further action was taken against Neil Paske. The Practice, however, had to pay the excess on the Professional Indemnity Policy.

The uncertainty surrounding the liability case and the resultant departure of Neil Paske diverted Miriam and Duncan from the task of developing their Cityburgh office, but once the matter had been resolved they had to decide how best to develop and strengthen the Practice.

Duncan and Miriam were concerned that there was no-one within the Practice either capable of joining or willing to join the partnership. They had considered in some detail a merger with a larger practice but grew increasingly troubled by the legal and fiscal complexities of merger (the other firm was constituted as a limited company) and by the loss of identity and control that the merger might entail. When John Young contacted them, it seemed to offer a natural path to growth for all three individuals, with, at long last, the introduction of some young blood into GFP. Duncan and Miriam are pleased that over the last 3 years John has challenged the established ways of the Practice seeing that as a positive re-affirmation of intentions for the future of the Practice.

Almost the first thing that the three agreed was that the Practice name should affirm that they were practising as architects. References to "Building Design" and "Development Consultants" were dropped in favour of the unambiguous title Architects. Duncan and Miriam were happy to drop the Paske name from the Practice after their painful experience in recent years and all three agreed that a change to GFY Architects would offer some valuable re-branding and marketing opportunities.

After a busy year of preparation and having resolved some difficulties with their landlord over the change of operating style, GFY was reconstituted as a Limited Liability Partnership in 2003.

Policy:

The Practice is structured around the particular strengths of the Partners. They have decided still to describe themselves as Partners though, under the provisions of the LLP legislation, they are formally described as Members of the LLP. The Practice had a reputation for architecture in the community, but has also developed an understanding of the role of 'developer architect' in commercial development and how to apply their experience and background in this new market. Larger development work, of a commercial and industrial nature, has been handled by Gorst, whereas urban based projects, centred around retail, offices and infill work, are normally carried out by Flynn. Young has built strongly on the varied workload he brought to the Practice. He is also keen to explore the potential of taking a direct financial interest in the type of small scale developments in which the Practice is involved and after discussing the possibility of a joint venture opportunity with one of his long standing developer clients and his partners, has recently completed his first development in a joint venture.

The Practice secures many small projects, which are managed by the Partners with support from the Associates. Although these are beneficial in regards to workload and cashflow it is found to be increasingly difficult to generate any profit from them and they divert staff from larger, potentially more lucrative jobs.

Additionally with methods of procuring larger public projects becoming more transparent the Practice has taken a policy decision to regularly review Official Journal of the European Union (OJEU) notices electronically and assess whether the Practice should bid selectively for projects where they have expertise.

There is a growing recognition that strength relates to size and the range of expertise that the Practice can call upon. John Young's good design skills and his experience in D & B is helping business development overall. His experience as a sole practitioner has also helped the Practice to deal cost effectively with smaller jobs.

The partners had in the past taken a pride in intentionally including members of staff in practice policy decisions and allowing this process to contribute to personal development. However this confidence has been recently shaken due to the resignation of two experienced and valued architects. Elliot North and Mark Lang are currently working their notice. John Young is particularly concerned about this situation and is currently re-assessing the logistics of succession. The Practice is currently advertising for experienced replacement staff.

CPD is encouraged on a personal development plan basis to meet the requirements of the profession. These plans are discussed and agreed with the Partners at annual reviews along with personal logs, which staff are expected to maintain to monitor their CPD activity and is tailored to suit individual training/career requirements.

An internal programme of CPD events, including computer training, is arranged for all staff whilst individuals are asked to attend external courses/seminars, disseminating the information to the rest of the office at internal sessions on their return. Last year John Young took over CPD Management within the Practice from Duncan Flynn and further to the changes to the RIBA's CPD requirements in February 2006, he has enlisted the assistance of Practice Associate Paul Moore with a view to reviewing the Practice's CPD programme.

John Young has also assumed responsibility for CDM matters within the office (as part of Duncan Flynn's "winding down" from the partnership) and is keen to ensure that Health & Safety is taken seriously within GFY Architects.

The Practice was the subject of an HSE Construction Inspector's visit last year and as a result of this John Young has established an in-house CDM Review Panel. Duncan Flynn is keen that John Young also takes on the position of practice Health & Safety Officer.

The Practice is a member of a Distance Learning Library and the local chapter Practice Information Service and is considering subscribing to the Architects Channel CPD Video Service.

The firm had previously operated an internal quality management system; however John Young persuaded the other partners that the Practice should aspire to formal accreditation under BS ISO 9001:2000, and the Practice *gained* formal accreditation 6 months ago. The office prefers to use current documents. The Scottish Conditions of Appointment (SCA/2000/2003 revision) for Architects Appointment is preferred, but both CE/99 and RIBA-SFA/99 are also relevant, depending on client or site location. It is now the Practice's policy that all their appointments should accord with the discipline of these documents whenever possible.

The firm holds professional indemnity insurance cover to £5,000,000 for each and every claim since clients frequently require cover at this level. This has however increased PI costs significantly.

Premises:

GFY rent 3,000 sq ft of office premises in a 1970's office building at £20 per sq ft. A rent review was carried out 2 years ago, the annual service charge is £9,000 with rates at £18,000 per annum and heating and lighting at £6,000 per annum. The premises are subject to a full repair and maintenance lease and the practice budget is £8,000 per annum for repairs. Staff numbers have stabilised since the increase of last year but space within the current premises is very tight. The current lease has 6 months to run and the partners have had informal discussions with the Landlord on the possibility of renting additional space. However as this would tie the Practice down to an additional minimum 10 year

lease, they are still looking at the possibility of moving to alternative premises and either buying an existing building and renovating, or if the opportunity arises, building bespoke offices on a brownfield site.

Computers:

GFY has a fully integrated computer network with a workstation for each member of staff. As Elliot North *took* general responsibility for the computer system his imminent departure will require the appointment of a new IT manager. The file server has an automatic back-up system; they use an industry standard package for word processing, spreadsheets, database and E-mail, and they have an industry standard CAD system which is used both for 3-D visualisation and production work. The office also has its own fax machine, photocopier and data projector.

Elliot North had also obtained quotes from 3 specialist web design firms to re-vamp the practice website and these will now be assessed by Jill Khan who has also agreed to discuss the practice image with a graphic designer.

Administration:

In the past, Duncan Flynn dealt with the practice administration and management matters. He took on the role of Chairman of the LLP. All three Partners are Designated Members of the LLP. John Young took on responsibility for drafting the Management Rules of the LLP, and divided practice management responsibilities formally so that Duncan is responsible for external relations, Miriam for financial management and John for resource management and office job running systems. The change over of responsibilities allocated to Duncan and Miriam (Duncan used to do admin and Miriam PR) was a deliberate move to freshen up all aspects of practice administration and bring some new insights to the old problems of running a business. John remains interested in current thinking about key performance indicators and hopes to find time to explore whether GFY's systems can be developed to respond to such issues but work pressure has meant that no progress has been made, much to his

frustration. Despite the day to day pressures, he is also actively investigating a long term aim to take a course in construction law though there has been no discussion as to how he could achieve this while continuing his practice commitments.

The part-time book-keeper Hubert Reed and the PA/Practice Secretary, Roberta Smith, handle the day to day administrative load for the Practice. In addition, the Practice Secretary who has been trained in a variety of computing programmes provides efficient financial control and management reports in respect of the status of the Practice.

The Practice Secretary operates the fee recovery procedure and keeps the bank informed on all financial matters on a regular basis.

The office has a 35 hour working week and a 1575 hour working year, allowing for all holidays and a provision for lost time. Holidays total 30 working days per annum, including statutory days. A flexitime arrangement was introduced following representations by several members of staff. Currently the Practice does not pay for overtime working.

PERSONNEL

	Annual salary	Position	Cost to the office Per hour
Miriam Gorst	£36,000 (notional salary)	Partner	£46.00
Duncan Flynn	£36,000 (notional salary)	Partner	£46.00
John Young	£36,000 (notional salary)	Partner	£46.00
Paul Moore B.Arch. Dip (Arch) ARIAS	£32,500	Associate	£40.00
Jill Kahn ARIAS, RIBA, Lib	£32,500	Associate	£40.00
Elliot North M.A. (Hons.) Dip Arch RIBA	£25,000 Currently working notice with 2 weeks left to work.	Architect	£30.00
Mark Lang B.Arch. Dip (Arch) ARIAS	£24,000 Currently working notice with 2 weeks left to work.	Architect	£29.00
Alex Smith B.Arch. ARIAS	£24,000	Architect	£29.00
Helen Goldie	£17,500	Technologist	£22.50
Candidate B.Arch. Dip. Arch.	£18,500	Architectural Assistant	£23.50
Jo Bell	£13,000	Year Out Student	£16.50
Carol Murray	£10,000	Trainee Technician	£12.00
Alex Smith B.Arch. ARIAS	£24,000	Architect	£29.00

Hazel Jones B. Arch. Dip. Arch. £19,500

Jurgen Heins £19,500

Roberta Smith B.A. £22,000

Melanie McKean £16,000

Hubert Reed £10,000

Graduate £24.50

Graduate £24.50

PA Secretary to Partners

Secretary

Part time book keeper

/librarian

The cost to the office hourly rate in the table above is calculated as the share of salary and overhead costs for the office as a whole attributable to each technical member (including partners). It excludes any provision for profit.

The office uses the RIBA rate of 18 pence per £100 of salary when charging clients on a time basis.

Financial Summary

The financial figures for 2006/2007 confirm a year of steady growth reflecting the continuing current high level of productivity within the construction industry. The healthy workload and the difficulties of finding and retaining good technical staff in an employees' market place have further delayed Duncan Flynn's retiral. The projected profit and loss forecast indicates a requirement for not only replacing but also increasing the staff base and therefore the pressures of finding larger office premises have become increasingly urgent.

The following financial summary gives a simplified view of the Practice's predicted performance for the year.

Profit/Loss Forecast for 2007

INCOME	TOTAL	percent of turnover
Miriam Gorst	215000	28.5%
Duncan Flynn	180000	23.5%
John Young	310000	41%
Prospects valuation	20000	2.5%
fee total	725000	95.5%
<hr/>		
Photos/prints		1.5%
	9333	
Travel/subsistence		1.5%
	9333	
Other income		1.5%
	9333	
Net earned income (turnover)	753000	100%
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EXPENDITURE		
Technical salaries (inc NI)		39%
	296500	
Admin salaries (inc NI)	40750	5%
Pension scheme	22000	3%
Staff training	5000	0%
Travel & subsistence	12000	2%
Car costs	10000	1%
Rent	60000	7%
Rates	18000	3%
Insurances	8000	1%
P I Insurance	24000	4%
CAD costs	45000	6%
Equipment costs	15000	2%
Telephone	9000	1%
Dwg office supplies/ Stationery	14000	2%
Postage	4000	1%
Photos/prints	7000	1%
PR/ Publicity/ Entertainment	4000	1%
Subscriptions	2400	0%
Books/publications	2000	0%
Heat/Light	6000	1%
Fabric maintenance	8000	1%
Accountant fees	9600	2%
Legal/Professional fees	3600	1%
Bank interest	3000	0%
Misc./Contingency	6000	1%
Depreciation	10000	2%
Total expended		82%
	618880	
<hr/>		
Profit		17.8%
	134200	
<hr/>		
Indicative cash position		
Income predicted	753000	
Vat on Income		
	131775	
Total cash income	884775	
trading expenditure		
	618800	
VAT on expenditure		
	44000	
VAT to Customs & Excise		
	88000	
Partners' Drawings		

Total cash expenditure		130000
		880000
Cash movement over year		
opening bank balance	4775	
		18500
closing bank balance		23275

CONSULTANTS/ADVISERS

LEGAL

DUN, TRIPP and FORSYTH, Solicitors, 70 Albert Road, CITYBURGH, CB2 80A

Contact: Mr Brett Forsyth, Milt LLB.

FINANCIAL

MONTROSE Ltd, Accountants, 3 Albert Close, CITYBURGH, CB2 7AA.

Contact: Mr Virus Susendrah CA. (The financial year runs from 1st September to 31 August).

BANK

BURGHDALE BANK PLC, 92 Chambers Street, CITYBURGH, CB1 3PN.

Contact: Ms Irene McSplash (Senior Manager).

INSURANCE.

EASTERN ASSURANCE PLC, 46 The Square, CITYBURGH, CB1 2EM.

Contact: Mr Sean Gordon

For professional consultation the following firms have been regularly used. Other Consultants for Building Services, Landscape, etc are engaged as necessary depending on the nature and source of each job.

QUANTITY SURVEYORS

MANNARS SURVEYORS, 14 Chambers Court, CITYBURGH, CB1 XA.

Contact: Mr Rod Mannars LLB ARICS. Mannars are an old firm with a good reputation and some bright younger staff.

CONSTRUCTION COST CONSULTANTS

GLM (West) Ltd., 20 UPPER TOWN, WESTBURGH W1 2UP

Contact: Geom. Le Mesurier, FRICS, ACI Arb, APS.

STRUCTURAL ENGINEERS

TREVOR MAILLOT BSc Eng MStrucE, 14 BRADE STREET, CITYBURGH, CB4 7TS.

Contact: Mr Maillot. A small firm established in 1990.

ENVIRONMENTAL ENGINEERS

GREEN & GREEN, 127 Brade Place, CB4 BTZ.

Contact: Mr George Green BSc MIMech MIEE.

An experienced firm with a keen awareness of building sustainability.

Specific Background to Questions

Question 1

Contained in Scenario

Question 2: Title of Architect

Contained in Scenario

Question 3: Health and Safety

Appointment:	SCA 2000
Fee:	7.5%
Project:	Conversion of B – listed watermill to form 4 flats for sale
Client:	Heritage Builders
Contractor:	Heritage Builders
Contract:	Not discussed
Project Status:	Workstage C
CDM:	Applies in full.
Project Value:	£500,000.
Project Team:	Helen Goldie and Miriam Gorst
Background:	The building has been owned by Heritage Builders for 5 – years but has been unoccupied for at least 10 – years.

Question 4: Energy Regulations

Appointment:	SCA 2000
Fee:	5%
Project:	New speculative 3000m ² office block on a brownfield site

Question 4 (continued)

Client:	Green Investment Ltd, a development company with an interest in sustainability
Contractor:	Not Appointed
Contract:	To be agreed
Project Status:	Workstage C
CDM:	Will apply
Project Value:	£6,000,000
Project Team:	John Young, Alex Smith and candidate
Background:	Client is keen to try and comply with new sustainability standards

Question 5: Planning and related bodies /issues

Appointment:	Not yet appointed
Fee:	To be agreed
Project:	Mixed development on dockland site
Client:	Grand ideas plc
Contractor:	Not appointed
Contract:	To be agreed
Project Status:	Inception
CDM:	Will apply
Project Value:	£15 – 20 million
Project Team:	John Young, rest of team to be agreed
Background:	Potentially large project for GFY. Likely to have many planning difficulties.

Question 6: Evaluation/Architects Certificate

Appointment:	SCA 2000
Fee:	7.5%
Project:	Office internal fit-out in 3 phases
Client:	Commercial Property Developer
Contractor:	Acme Interiors
Contract:	JCT 98 private edition without quantities
Project Status:	Separate contract for each phase. Phase 1 contract should have been completed 6 weeks ago but still has 2 weeks to run. Phase 2 under construction
CDM:	Will apply
Project Value:	£600,000 for all 3 phases
Project Team:	Elliot North
Background:	Developers original intention was to carry out project in 3 separate phases, but delays to Phase 1 has meant that Phase 2 started before the completion of Phase 1.

Question 7: Novation

Appointment:	Appointed for Standard Service, October 2006.
Fee:	5.5%.
Project:	Newbuild sustainable social housing development of 24 terraced units on a brownfield site in Cityburgh, owned by Summerpark Homes Ltd.
Client:	Tower Valley Housing Association.
Contractor:	Summerpark Homes Ltd, a regional contractor and housebuilder, are to negotiate a contract with Tower Valley.
Contract:	Under discussion.

Question 7 (continued)

Project Status: Workstage D: Outline design about to go commence.

CDM: Will apply in full.

Project Value: Approximately £1,800,000.

Project Team: Miriam Gorst, Partner responsible
Mark Lang, Project Architect.
Candidate.

Background: Long-term repeat clients, Tower Valley Housing Association, regularly appoint GFY as architects for their developments. After a protracted Planning Permission process due to the requirement for bat & squirrel seasonal surveys, the project can now proceed. Up until now, all of TVHA's projects have followed a 'Traditional' procurement route. However, the Client is now being encouraged by their Solicitors to adopt D&B procurement routes.

Question 8: Trends in commissioning architectural projects

Cityburgh: Architectural, engineering and surveying services

PUBREF: OJ S 052 DOCNUM: 64635-2007

Contract notice Service contract Restricted procedure

SECTION I: CONTRACTING AUTHORITY Cityburgh Council, Newton House, 30 Green Street Lane, Attn: Joseph Bloggs,. Tel. (01792)64575. E-mail: jbloggs@cityburgh.gov.uk. Fax (01792)610075.. Project Manager: I.M. Nogood, NM Associates (01792) 56479
E-mail: imnogood@nma.co.uk

Specifications and additional documents (including documents for competitive dialogue and a dynamic purchasing system) can be obtained at: I.M. Nogood, NM Associates (01792) 56479. E-mail: imnogood@nma.co.uk. Tenders or requests to participate must be sent to: Cityburgh Council, Newton House, 30 Green Street Lane, Attn: Joseph Bloggs,.

I.2) TYPE OF THE CONTRACTING AUTHORITY AND MAIN ACTIVITY OR ACTIVITIES: Regional or local authority.

General public services.

The contracting authority is purchasing on behalf of other contracting authorities: no.

SECTION II: OBJECT OF THE CONTRACT

II.1) DESCRIPTION

II.1.1) Title attributed to the contract by the contracting authority: Cityburgh: appointment of an architect-led management group to design and oversee a major council office project.

II.1.2) Type of contract and location of works, place of delivery or of performance: Services.

Main place of performance:, Queens Street, Cityburgh. CB7 1NU.

II.1.3) The notice involves: A public contract.

II.1.5) Short description of the contract or purchase(s): The Group will be responsible for the feasibility, detail design and the management of a contract for the new council offices.

Architectural, engineering and planning services.

Architectural, engineering and quantity surveying services.

Architectural design services.

Engineering design services.

Engineering design services for mechanical and electrical installations for buildings.

Load-bearing structure design services.

II.1.6) Common procurement vocabulary (CPV): 74225000, 45262660, 74232000, 74232120, 74232700, 74224000, 74232500, 74232100, 74222000, 90230000.

II.1.7) Contract covered by the Government Procurement Agreement (GPA): Yes.

II.1.8) Division into lots: No.

II.1.9) Variants will be accepted: No.

II.2) QUANTITY OR SCOPE OF THE CONTRACT

II.2.1) Total quantity or scope: Most economically advantageous tender based on an estimated total value of 6 500 000 GBP's (Including fees).

II.3) DURATION OF THE CONTRACT OR TIME-LIMIT FOR COMPLETION: Team Appointment: 25.11.07 Starting: 1.5.2008. Completion: 30.8. 2008.

SECTION III: LEGAL, ECONOMIC, FINANCIAL AND TECHNICAL INFORMATION

III.1) CONDITIONS RELATING TO THE CONTRACT

III.1.3) Legal form to be taken by the group of economic operators to whom the contract is to be awarded: No special legal form required, but suppliers and / or service providers will be required to become jointly and severally responsible for the provision of the service before acceptance.

III.1.4) Other particular conditions to which the performance of the contract is subject: No.

III.2) CONDITIONS FOR PARTICIPATION

III.2.1) Personal situation of economic operators, including requirements relating to enrolment on professional or trade registers: Information and formalities necessary for evaluating if requirements are met: (a) is bankrupt or is being wound up, where his affairs are being administered by the court, where he has entered into an arrangement with creditors, where he has suspended business activities or is in any analogous situation arising from a similar procedure under national laws and regulations; (b) is the subject of proceedings for a declaration of bankruptcy, for an order for compulsory winding up or administration by the court or of an arrangement with creditors or of any other similar proceedings under national laws and regulations; (c) has been convicted by a judgment which has the force of res judicata in accordance with the legal provisions of the country of any offence concerning his professional conduct;

(d) has been guilty of grave professional misconduct proven by any means which the contracting authorities can demonstrate;

(e) has not fulfilled obligations relating to the payment of social security contributions in accordance with the legal provisions of the country in which he is established or with those of the country of the contracting authority;

(f) has not fulfilled obligations relating to the payment of taxes in accordance with the legal provisions of the country in which he is established or with those of the country of the contracting authority;

(g) is guilty of serious misrepresentation in supplying the information required under this Section or has not supplied such information;

(h) has been the subject of a conviction for participation in a criminal organisation, as defined in Article 2(1) of Council Joint Action 98/733/JHA;

(i) has been the subject of a conviction for corruption, as defined in Article 3 of the Council Act of 26 May 1972 and Article 3(1) of Council Joint Action 98/742/JHA3 respectively;

(j) has been the subject of a conviction for fraud within the meaning of Article 1 of the Convention relating to the protection of the financial interests of the European Communities;

(k) has been the subject of a conviction for money laundering, as defined in Article 1 of Council Directive 91/308/EEC of 10 June 1991 on prevention of the use of the financial system for the purpose of money laundering.

Expressions of Interest must be by completed Pre-Qualification Questionnaire (PQQ). Questionnaires are obtainable from the address detailed in I.1.3 and completed questionnaires must be submitted by the closing date for applications as indicated at IV.3.4. PQQ responses must be requested no later than the date indicated at IV.3.3. Responses to the PQQ will determine which interested service providers will be invited to tender.

III.2.2) Economic and financial capacity: Information and formalities necessary for evaluating if requirements are met: (a) appropriate statements from banks or, where appropriate, evidence of relevant professional risk indemnity insurance; As required in the PQQ.

Minimum level(s) of standards possibly required: As required in the PQQ.

III.2.3) Technical capacity: Information and formalities necessary for evaluating if requirements are met: (a) a list of the works carried out over the past five years, accompanied by certificates of satisfactory execution for the most important works. These certificates shall indicate the value, date and site of the works and shall specify whether they were carried out according to the rules of the trade and properly completed. Where appropriate, the competent authority shall submit these certificates to the contracting authority direct;

(d) a description of the technical facilities and measures used by the supplier or service provider for ensuring quality and the undertaking's study and research facilities;

(e) where the products or services to be supplied are complex or, exceptionally, are required for a special purpose, a check carried out by the contracting authorities or on their behalf by a competent official body of the country in which the supplier or service provider is established, subject to that body's agreement, on the production capacities of the supplier or the technical capacity of the service provider and, if necessary, on the means of study and research which are available to it and the quality control measures it will operate;

(f) the educational and professional qualifications of the service provider or contractor and/or those of the undertaking's managerial staff and, in particular, those of the person or persons responsible for providing the services or managing the work;

The Group will be expected to provide a note of any similar theatre refurbishment contracts completed within the last 7 years.

Minimum level(s) of standards possibly required: As required in the PQQ.

III.2.4) Reserved contracts: No.

SECTION IV: PROCEDURE

IV.1) TYPE OF PROCEDURE

IV.1.1) Type of procedure: Restricted.

IV.1.2) Limitations on the number of operators who will be invited to tender or to participate: Objective criteria for choosing the limited number of candidates: As stated in the PQQ.

IV.2) AWARD CRITERIA

IV.2.1) Award criteria: The most economically advantageous tender in terms of the criteria stated in the specifications, in the invitation to tender or to negotiate or in the descriptive document.

IV.2.2) An electronic auction will be used: No.

IV.3) ADMINISTRATIVE INFORMATION

IV.3.1) File reference number attributed by the contracting authority: SAC Project Reference 1083P.

IV.3.2) Previous publication(s) concerning the same contract: No.

IV.3.3) Conditions for obtaining specifications and additional documents or descriptive document. Time limit for receipt of requests for documents or for accessing documents: 13.10.2007 - 12:00. Payable documents: no.

VI.5) DATE OF DISPATCH OF THIS NOTICE: 13.8.2007.

Question 9: Profitability

Appointment Date:	Under negotiation
Fee:	Client has stated 4%.
Project:	Newbuild HQ office building for Carmine Insurance Services, on a new business park on the outskirts of Cityburgh. An existing redundant agricultural building is to be demolished, followed by erection of the new building. Client's brief suggests steel frame, composite cladding, no wet trades above GFL, should be fairly fast build.
Client:	Carmine Insurance Services Ltd.
Contractor:	None appointed yet.
Contract:	Will probably be JCT 98 Private with Quantities. No particular hurry.
Project Status:	Workstage A: Inception.
CDM:	Applies in full.
Project Value:	Client's current budget: £2,300,000.
Project Team:	John Young, Partner responsible Paul Moore, Associate, Project Architect Candidate
Background:	Client has appointed a Project Manager, PMS Consultancy, who wishes to agree a project programme.

Question 10: Succession Planning

Duncan and Miriam are now in their late fifties and Duncan has now decided to retire from the partnership next year to concentrate on writing and expert witness consultancy. Miriam also is looking to retire within the next five years. Whilst the introduction of John Young as partner over three years ago has galvanised the Practice, Duncan and Miriam, and John Young especially are concerned about succession. There clearly are talented young architects in the Practice, but in the current buoyant work climate there has been a recent upheaval when Elliot North and Martin Lang who were both highly valued by GFY have moved to a rival firm leaving a large gap in the Practice's capabilities.