



**HM Treasury Procurement Guidance notes,**

These relate to all areas of public sector procurement (and focus on construction work). Within this context, design management falls within the basic principles of good practice that is outlined in this series of booklets. These recognise the importance of design in obtaining value for money, whilst balancing affordability with design excellence. They are intended to supplement and replace The Central Unit of Purchasing (CUP) guidance notes previously issued by the Treasury.

The series consists of nine documents, the titles of which are listed below. There are only six of these published at the present time (Nos 1–6). The remaining three are due in 2000.

- 1 Essential requirements for Construction Procurement (Dated 12/97)
- 2 Value for Money in Construction Procurement (Dated 12/97)
- 3 Appointment of Consultants and Contractors (Dated 12/97)
- 4 Teamworking Partnering and Incentives (Dated June 99)
- 5 Procurement Strategies (Dated June 99)
- 6 Financial Effects of Projects (Dated June 99)
- 7 Whole life Costs (not yet issued)
- 8 Project Evaluation and Feedback (not yet issued)
- 9 Benchmarking (not yet issued)

All obtainable from:  
The Treasury's Public Enquiry Unit  
Room 89/2  
HM Treasury  
Parliament Street  
London SW1P 3AG  
Tel: 0717 207 4558  
www.treasury.gov.uk/gccp

CUP Guidance notes are obtainable from the same address, but are being phased out as they are embodied in the above nine documents. Each of the above booklets makes reference to the CUP notes that it supersedes, but they are not sequential.

**References***Project Management and Design Procurement*

- English Partnerships 'Project Management Manual'.
- European Community Services Directive (92/50/EEC) effective 1st July 1993 (Threshold 200,000 ECU). This relates to the procurement of a range of services, and is the main one that (subject to threshold limits) is likely to impact on the design process. It will also effect time scales, as there are minimum time scales set out for tendering.
- European Community Works Directive (71/305/EEC) of 1976 Amended by (89/440/EEC) in 1989 UK Law Public Works Contract regulations 1991 (SI 2680) (Threshold 5 Million ECU). This deals with the procurement of works, and as such we need to be aware of this during the design process as it may, subject to the threshold value affect time scales for inviting and awarding tenders.
- HM Treasury, Procurement Guidance notes (see opposite)
- HM Treasury 'Central Unit of Purchasing (CUP) Guidance' notes

*Urban Design Principles and Procurement*

- English Partnerships / Urban Villages Forum (1998) 'Making Places'.
- English Partnerships (1996) 'Time for Design'.
- English Partnerships (1996) 'Time for Design II'.
- The Urban Task Force (1999) 'Towards an Urban Renaissance'.
- The Urban Villages Forum (1992 and 1998) 'Urban Villages'.

*Quality Standards*

- The Department of Environment, Transport and the Regions in association with the Housing Corporation (1998) 'Housing Quality Indicators'.
- The Housing Corporation (1998) 'Scheme Development Standards'

*Economic Feasibility*

- Bentley et al (1987) 'Responsive Environments' summarises how to undertake an economic feasibility check (Chapter 2).
- HM Treasury (1997) 'Appraisal and Evaluation in Central Government' – 'The Green Book' 'The Green Book' - Government Treasury
- Urban Villages Forum (1998) 'Economics of Urban Villages'.

The flowchart on the opposite page provides a simplified framework for the management of the design process. It charts the journey along which the commissioning client and design team travel and highlights the major steps - passing from project inception to completion of detailed design and ongoing management. The remainder of this chapter briefly describes each phase and is cross-referenced to design guidance contained in the rest of the document, with further references provided for additional reading.

It should be noted that this flow chart is for the 'urban design process' not the development process as a whole. Thus, this is only a caricature of a process that is, in reality, more detailed than this sequence can portray - requiring numerous feedback loops and iterations, continuous re-evaluations and reviews. The key purpose is to emphasise that while the comprehensive coverage of this flowchart is particularly applicable to large sites, where the full range of inputs will be required, the need for a structured approach to design management is true of all scales of design development. While the urban design process needs to be tailored according to circumstance, but it is important that a sequential process is followed. This should include:

- a single point of contact for managing the design process;
- clearly identified tasks and responsibilities;
- client review and 'sign-offs' for completion of each stage, related to delivery of 'outputs' or 'products' (such as a Development Framework or Design Guide);
- a defined budgetary control system, identification of funding sources and time scales;
- a procurement strategy, and delivery mechanisms for making the project happen.