



Melville Housing

Sustainable Thriving Communities

Melville Housing Association Board Support

**Brief for Consultancy Services
July 2025**

About us

Melville Housing Association is a charitable housing association, regulated by the Scottish Housing Regulator.

Melville Housing Association Ltd was formed in 1994 by a group of Midlothian tenants and staff from the Dalkeith office of Scottish Homes. The first homes were transferred in 1995 and since then Melville has developed a reputation as an excellent provider of high quality and adaptable housing services that constantly works to deliver high quality, good value, affordable homes.

We currently own and manage 2,144 properties and we are based at the Corn Exchange, 200 High Street, Dalkeith.

We rent and lease properties mainly in Midlothian with others in Edinburgh, East Lothian, North Lanarkshire, South Lanarkshire and the Scottish Borders.

Melville is led by an ambitious Management Board, currently comprising 11 people, but can be up to 15. Our Board aims to continue to develop new homes to meet the need for more affordable housing and to take advantage of opportunities to grow and strengthen the organisation to deliver improved value for money for tenants.

Background to this Brief

Melville is required to work within the Scottish Housing Regulator (SHR) regulatory framework for Scottish Housing Associations and comply with guidance relating to Group Structures and Constitutional Partnerships. More details can be found on their website www.scottishhousingregulator.gov.uk

Our people are our most valued asset and all governing body members of Melville will have an annual Board Development (appraisal) review. This ensures that everyone that works for us has the skills and knowledge they need to be effective and can achieve their full potential.

Brief for Board Support Consultancy Services

The purpose of this Brief is to provide;

- A description of the project requirements and scope of service.
- Details of the Selection and Award Criteria.
- Project timeline and expectations.

Melville seeks to appoint suitably qualified consultant(s) able to demonstrate the level of skills and experience and commitment required to assist with the specific aspects of the commission.

Scope of Appointment for Board Support Consultancy Services

The main requirement of this appointment will be to provide consultancy advice and support to the Board as they undertake their Board Development (Appraisals) during 2025.

The overall aim of this commission is to ensure good governance for Melville. The project will assist Melville and protect the interests of tenants.

The outcomes from the consultancy support will contribute to continuous improvement of our governance arrangements, minimise risk, maximise opportunities for efficiencies, ensure compliance with equality and diversity principles, transparency and accountability of process and help Melville to achieve strategic priorities.

Melville looks forward to receiving quality submissions and fee proposals from interested consultants with the appropriate skills, expertise, resources and proven track record in delivery.

The support should deliver the following key tasks and outputs:

- Provision of support services for the annual Board Development (Appraisal) process for Melville.
 - review and update of Melville Board Development (appraisal) documentation to ensure it is fit for purpose and in line with best practice
 - co-ordination of the assessment and appraisal questionnaires and review meetings for all Board members
 - undertake individual review meetings, and debrief the Chair and Vice-Chair of Melville
 - production of an annual written report of the findings from the assessment and appraisal process including review and effectiveness of those Board members subject to the 9-year rule and
 - feedback to the Chair and Vice-chair on the outcome of the outcome
- The above report should focus on analysis of the findings and what they reveal about the Board, including how the outcomes compare to other Boards and good practice. Trend information in relation to strengths and weaknesses identified over the duration of the commission should also be

included. Consultant(s) should submit a sample Board report for review as part of their proposal submission.

- Provision of support, as agreed with Melville Chair, for the annual Employee Development and Review meetings with the Chief Executive.
- Production of a summary Board Learning and Development Plan for Melville.
- Production of a Board Succession Plan for Melville.
- Provision of one-to-one support or coaching for individual Board Members as and when required. We anticipate that this would not be more than 1 – 1.5 days.

Outline Programme

Based on an Autumn appointment, the anticipated programme of annual activities associated with this appointment is outlined below;

- Review and update of Board Appraisal documentation: September/October
- Board Assessment & Board Appraisals: November/December
- CEO Employee Development December/January
- Board report/feedback: December/Early January
- Board Learning & Development Plans: January
- Individual Board member Personal Development Plans: January
- Board Succession Plans: January
- Individual support & coaching: ongoing and as required as outlined above.

Expectations of the Commission

Melville does not wish to be prescriptive in how the commission is undertaken but would expect that the consultant(s) will work closely with the Chair of Melville and the Chief Executive Officer in the delivery of this commission.

The appointed consultant(s) will be expected to report on progress to the Chair of Melville and CEO at regular intervals.

Procurement, Selection and Award Criteria

Consultant(s) services will be procured in line with Melville HA Procurement policy, and a Tender Board will be established to review and evaluate submissions in accordance with the criteria outlined below.

Melville will advertise this opportunity and may also approach consultants directly with the relevant skills and expertise to undertake this commission. An advert will be placed on Public Contracts Scotland (PCS) website and in the

Latest Tenders Section of SFHA Housing Scotland Today. Tenders for this project are being administered electronically and should be submitted using the secure electronic post box on PCS. Please visit <https://www.publiccontractsscotland.gov.uk/>

Interested parties should submit details of their relevant experience, resources, understanding, methodology and approach to the commission in addition to a fee proposal for undertaking the work.

The Tender Board will review these submissions for best value on the basis of a quality price ratio of 60:40 and in accordance with the Selection Criteria, Weightings and scoring methodology (sample attached).

The Award of the commission will be made to the firm of consultants whose submission represents overall best value. The Tender Board may or may not decide to hold interviews prior to the award being made. Where interviews are held the Tender Board may adjust their quality scores in the light of the performance of each practice, if applicable.

The fee submitted should be considered as the maximum fee to fulfil the requirements of the Brief and be detailed on the Fee Proposal Form attached. The fee will be deemed to be inclusive of all expenses but exclusive of VAT.

The Fee Proposal should be returned together with the additional supporting information/documentation, as detailed in Section 9, that demonstrates your skills and experience and track record, your methodology, timescales, and costs, breaking these down as appropriate over the various aspects of the commission as outlined in Section 4.

It is essential that you can undertake this commission in accordance with the outline programme identified in Section 5.

We will give consideration to joint submissions from firms of consultants where all expertise is not available within a single practice. Details of how the commission will be undertaken in this circumstance should be clearly detailed in your submission indicating which firm will take the lead with responsibilities broken down across the various elements of the commission.

Your submission should be uploaded to the electronic post box on PCS not later than **close of business (17:00) on Monday 11 August 2025**. Emailed submissions will only be accepted from suppliers who have no access to PCS. Submissions can be emailed to jmcmorrow@melville.org.uk subject heading for emailed submissions and fee proposals should be **“Board Support Consultancy Services Submission and Fee Proposal”**. Melville HA reserves the right to refuse late or incomplete submissions.

You may refer to the Association’s website at www.melville.org.uk for further information which may assist you in preparing your submission.

- 7.8 Any aspect of the contents of this Brief requiring clarification should be directed in the first instance to: John McMorow CEO, Tel: 0777 629 5859 Email: jmcmorrow@melville.org.uk

Data Protection & GDPR

Consultants submitting proposals with respect to this commission are required to be fully compliant with all aspects of the General Data Protection Regulations (GDPR) and all applicable laws and regulations relating to processing of personal data and privacy, including where applicable the guidance and codes of practice issued by the Information Commissioner.

The successful consultant(s) awarded the commission will be required to promptly notify Melville of any breach of the security measures required to be in place by the GDPR. Non-compliance will be regarded as a material default entitling the Association to terminate the Contract agreement with immediate effect.

Transparency Statement: How Melville Uses Personal Information

By submitting a proposal in response to this commission, consultant(s) explicitly agree that Melville may use any personal information (including sensitive personal information) that the consultant(s) provide as part of the proposal to evaluate, score and decide on the consultant's proposal.

If the consultant(s) have provided personal information (including sensitive personal information) relating to other individuals, including the consultant's Directors, Partners, Associates, Secretary, Managers, staff, shareholders, their relatives or referees, the consultant(s) confirm that those individuals have been provided with a copy of this statement and have given their explicit consent to Melville handling and using such personal information relating to them for the above purposes.

If the consultant(s) do not provide the personal information requested in this commission, Melville may be unable to properly evaluate, score and decide on the consultant's proposal and it may be disregarded on the basis that it is incomplete.

Melville may share this personal information with its solicitors, professional advisers, auditors, and service providers to comply with legal and regulatory requirements and to seek their advice on its position.

If the consultant's proposal is successful, Melville will keep the consultant's proposal, including any associated evaluation and scoring information, for 6 years after termination of the contract between Melville and the consultant(s). If the consultant(s) are not successful, then this information will be kept for 2 years after the consultant(s) have been notified of Melville's decision on the consultant's proposal. Further information on Melville's data retention practices is available from its Data Protection Officer (DPO).

Data protection laws give individuals rights in relation to the personal information that Melville holds about them. Please contact Melville's DPO for more information on rights or to report concerns about how Melville HA has handled or used personal information.

Please email: **Data Protection Officer**

Complaints can also be made to Information Commissioner's Office at: <https://ico.org.uk/make-a-complaint/> or 0303 123 1113.

Additional Supporting Documentation

Sample Evaluation Criteria, Weightings and Guidance

Selection Criteria

Award Criteria

Fee Proposal Form

Resource schedule including names of those who would be engaged with the project and their credentials

Sample Evaluation Criteria, Weightings and Guidance

The quality price ratio that will be used to determine overall best value will be 60:40

QUALITY								
Practice	Minimum Selection Criteria			Award Criteria				
	Previous relevant experience	Professional Indemnity	Equality Policy	Resources, skills, expertise, and track record of similar contracts.	Understanding of the requirements, context, and challenges.	Methodology and approach proposed (including sample Board report)	Delivery outputs & timescales	References
Score	Criteria must be met	Criteria must be met	Criteria must be met	20	20	20	20	20
Weighting				40%	10%	30%	10%	10%
A								
B								
C								

**Melville Housing Association
Best Value Selection
Quality Price Evaluation**

Project Quality Weighting: 60%
Project Price Weighting: 40%

Project:
Assessor:

Quality	Weighting 60%	Practice A	Practice B	Practice C
		Marks Awarded	Marks Awarded	Marks Awarded
Minimum Selection Criteria	Criteria Met	Yes/No	Yes/No	Yes/No
Award Criteria				
Interview adjusted score				
Quality score				
Fee				
Price	Weighting 40%	Practice A	Practice B	Practice C
Price Score				

Overall Score Quality weighting 60% x quality score Price weighting 40% x price score			
Signed:		Date:	

The Tender Board will score responses and weight the results according to the percentage indicated.

If interviews are held members of the Tender Board may adjust their quality scores in the light of the performance of each practice, if applicable.

The lowest price will be given a score of 100. One point is then deducted from the other tenders for each one-percentage point that it exceeds the lowest.

The final quality and price scores are weighted in accordance with the ratio indicated as applicable to this project and the practice with the highest combined score will be offered the commission.

This methodology complies with the selection of consultants through a best value quality/price evaluation.

Guidance on the scoring methodology to be used in the evaluation process.

0 - Unacceptable - Nil or inadequate response. Fails to demonstrate an ability to meet the requirement. An Organisation which scores '0 – Unacceptable' against any question will be disqualified.

1-5 - Poor - Response is partially relevant and poor. The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the requirement will be fulfilled. If a response to an individual question is assessed as 'Poor' this may lead to rejection of a tender.

6-10 - Acceptable - Response is relevant and acceptable. The response addresses a broad understanding of the requirement but may lack details on how the requirement will be fulfilled in certain areas.

11-15 - Good - Response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled.

16-20 - Excellent - Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.

b) Selection Criteria

Quality Weighting 60%

For this appointment the Association has set minimum selection criteria. Consultants must demonstrate that they are able to meet all the three minimum selection criteria outlined below. The Association will not consider submissions from consultants where any of the three minimum selection criteria have not been met.

Please continue on a separate sheet if necessary

Previous relevant experience

**Criteria Met
Yes/No**

Please detail your relevant experience to undertake this commission. Please provide details of clients for whom you have carried out similar commissions in the last five years.

Professional Indemnity Insurance

**Criteria Met
Yes/No**

Melville requires that consultants have in place Professional Indemnity Insurance cover at a level of **£2,000,000** minimum.

Please return details with your submission.

Equality Policy

Criteria Met Yes/No

Melville requires consultants to have in place an Equality Policy. By selecting **Yes** above you are certifying that you have a current Equality Policy in place and that this is subject to regular review and update.

Award Criteria

In this section you are asked to describe your resources, understanding, methodology and approach in relation to the requirements of the commission and how you will deliver services to meet the requirements of the project. If invited for interview you will be given the opportunity to present proposals in more detail. Include a description of any 'added value' services you will provide; describe their relevance to the project; and identify the experience and skills of individuals qualified to apply them.

Please continue on a separate sheet if necessary

Resources, skills, expertise & track record

Score 20

Weighting 40%

Understanding of the brief, context & challenges

Score 20

Weighting 10%

Methodology and approach proposed (including

Score 20

Sample Board report to be included with submission)

Weighting 30%

Score 20

References

Score 20

1.	<p>Name of client/ referee: _____ Designation: _____</p> <p>Organisation: _____</p> <p>Address: _____</p> <p>Tel No: _____ Email address: _____</p> <p>Details of services undertaken: _____</p>
2.	<p>Name of client/ referee: _____ Designation: _____</p> <p>Organisation: _____</p> <p>Address: _____</p> <p>Tel No: _____ Email address: _____</p> <p>Details of services undertaken: _____</p>

d) Fee Proposal Form

Price Weighting 40%

Please submit details of the price for undertaking this commission by completing and returning the enclosed fee proposal and resource schedule with your submission.



Melville Housing

Sustainable Thriving Communities

Fee Proposal

Appointment of Consultant Board Support Project

FAO: John McMorrow CEO
Melville Housing Association Ltd
Corn Exchange, 200 High Street
Dalkeith, Midlothian, EH22 1AZ

Having examined the Brief and all other documents contained or referred to we offer to provide services to comply with the Brief and all other such documents for a fixed fee of £..... (excluding VAT) state amount in words..... in accordance with the attached Resource Schedule breakdown.

If our Fee is accepted, we will be insured by a policy or policies covering all professional services provided, guidance, advice, and documentation prepared.

The services as outlined in the Brief and supporting documentation will be delivered within the fixed price.

We understand that the successful consultant will be required to enter a formal agreement with Melville and that that this fee will form part of a binding agreement between us.

We confirm that our fee has not been agreed or arranged with any prospective competitor or trade association and will not be communicated to any third party

Yours faithfully,

Consultant Name:

Duly Authorised to sign on behalf of the above

Name: Signature:

Date: Designation:

e) **Resource Schedule**

Schedule of Services and Fee Proposed for Consultant Services.

Schedule of services/Work Packages	Total Hours	Senior Consultant/ Partner (£ /Hour)	Consultant (£ /Hour)	Consultant's Assistant (£ /Hour)	Total
Review of Board Appraisal framework					
*Board Assessment & Appraisals					
Board reporting/presentation					
CEO annual Employee Development Review meeting					
Learning & Development Plans & PDPs					
Board Succession Plans					
Individual Support/coaching					
TOTAL					

Please detail staff engaged on the project referenced above and their credentials.

*The fee for Board Assessment and Appraisals should be based on a maximum of 15 Board Members. Should the number of Board members at the time of the assessment and appraisal process fall below 15 members Melville reserves the right to abate/pro rata the fee for this aspect of the commission accordingly.