**Supporting Local Government to provide built practitioners to build skills and capacity**

1. **BACKGROUND** 
   1. **Homes England**

Homes England was launched by the Secretary of State of 11th January 2018 and is the trading name of the Homes and Communities Agency.

Homes England is the Government’s housing accelerator. We have the appetite, influence, expertise and resources to drive positive market change. By releasing more land to developers who want to make a difference, and investing in places of greatest need, to deliver new homes. Homes England welcomes partners who share their ambition to challenge the traditional norms and build better homes faster.

**Our mission is to intervene in the market to ensure more homes are built in the areas of greatest need, to improve affordability. We’ll make this sustainable by creating a more resilient and diverse housing market.**

* Making homes happen means we’re building a more accessible and affordable, more resilient and diverse housing market for everyone. We’re doing it together, the Homes England way.
* So, we work closely with each other and our partners, always looking for creative solutions to make things happen faster. We question traditional ways of working to improve the quality of new housing. We listen to, and support, each other because great ideas can come from anywhere.
* By continually learning, we get better at making possible the homes England needs, so we’re not afraid of making mistakes or questioning traditional methods. As a different kind of government agency, dealing with public and private sector, we’re always wearing our commercial hats.
* Our mission is ambitious and we’ll achieve it together. That’s because every one of us has a part to play in growing communities and improving neighbourhoods for people just like us.

Homes England brings together land, money, expertise, and planning and compulsory purchase powers, with a clear remit to facilitate delivery of sufficient new homes, where they are most needed, to deliver a sustained improvement in affordability.

* 1. **Local Government Capacity Centre**

The Local Government Capacity Centre (LGCC) was formed in January 2020. It supports Homes England’s fifth strategic objective to **offer expert support for priority locations, helping to create and deliver more ambitious plans to get more homes built**. Specifically, the LGCC has been established to develop, curate and design well structured, accessible offers for local government, with an aim of increasing capacity and skills to make homes happen in the short, medium and long term. It will achieve this by:

* Collaborating with local government partners to understand their ambitions and identify what capacity support is needed to improve delivery of homes across the country
* Supporting the agency to identify what capacity tools are needed, and how they can be delivered using money, people, tools and technology to achieve this
* Sharing and promote good practice across the sector and within Homes England
* Undertaking strategic partnering to develop resources with and for Local Government

The LGCCE is modelled on a 3-offer model comprising:

1. **Universal offer** – ‘self-service’ digital support that gives access to Homes England resources and signposts to partner resources, support tools and good practice from across the sector.
2. **Pipeline offer** – tailored support packages to deliver local ambitions by working with local government authorities to assess local needs, resources, skills, leadership and money based on a menu of options.
3. **Defined offer** – support programmes and policy delivery priorities defined through negotiation and applied to agreed locations.
   1. **Ambitions of Local Government Capacity Centre**

We know that attracting and retaining property professionals with broad industry knowledge and expertise who can be deployed to work on other regeneration and housing growth initiatives are a significant barrier to housing delivery. We are looking to address these skills gaps pragmatically and build capacity in an effective and cost-efficient way within the local government sector.

The purpose of this exercise is to test the market and understand if there are suppliers who can meet this challenge by designing a model, which after an initial injection of funding for set up costs, can become self-sustaining. The model must meet the requirements, outputs and milestones set out below, which in summary includes:

1. Identifying a region outside of London & South East
2. Place a minimum of 22 build environment practitioners on placements of 12+ months,
3. Developing a way of identifying potential Local Government Authorities (Authorities) placements and recruiting a cohort to place in roles within the selected region
4. Creating a learning and development programme to encourage the sharing of information across the candidates and Authorities in the region,
5. Devising a programme to support candidates through their placement lifecycle, and
6. Developing evaluation and success factors to monitor the project’s performance and success.

1. **REQUIREMENTS**

* Address significant recruitment challenges faced by Authorities by providing an **affordable** way for them to build up the high-quality in-house capacity they require, with recruitment costs significantly less than those typically charged by recruitment agencies or incurred by commissioning external consultants.
* Enable Authorities to rapidly plug specialist skills gaps by attracting candidates, particularly from the **private sector**, across built environment disciplines, including planning, design and delivery, into Authorities’ in-house teams.
* **Support Authorities** to develop and retain **experienced built environment practitioners** and take a more proactive approach to planning and housing delivery by recruiting candidates to fill placements of 12 months or more.
* Identify and test the model in a **region** different to the South-East and London by placing a cohort of built environment practitioners, based on research and analysis.
* **Prioritise new roles** that enable Authorities to carry work that would not otherwise have been delivered, assess roles for the additionality it will provide to the Authority, the impact it will deliver and how deliverable the work will be.
* Develop a **communication and engagement strategy** for the project.
* Create a mechanism to support Authorities to come forward with such new roles/opportunities.
* Create and apply a rigorous recruitment process designed to **promote equality, diversity and inclusion**, and matchcandidates to the right roles.
* Support the **retention** of successful candidates within their role/the public sector beyond the length of their initial placement to deliver lasting in-house capacity for Authorities - including a commitment that no barriers to retention (such as a “temporary to permanent fees”) will apply.
* Dedicate 10% of each placement to research and development and produce practice notes and resources that can be shared with Authorities and other public organisations, including Homes England.
* Support the **sharing of knowledge and practice** across Authorities through a national Research and Development programme.
* Deliver on the ambitions of the Planning for the Future White Paper to transform the role of planners, the culture of planning departments and perceptions of the profession.
* Create and deliver a **business model** that is **self-sustainable** for a minimum of five-years providing a new cohort of build environment practitioner a minimum of every 12 months and the continuation of L&D programme and support programme, without calling on additional funding from Homes England beyond the initial set up costs.

1. **OUTPUTS**

* Place a cohort of (minimum of 22) built environment practitioners on placements of 12 months or more within Authorities in region/s different to the South-East and London.
* Undertake research and analysis to identify Authorities in regions different to the South East and London, who would benefit from the additional support and willing to take on a built environment practitioner, alongside the availability and interest of built environment practitioner candidates to be attracted to such opportunities.
* Use this research and analysis basis to select the region/s to be prioritised.
* Prioritise roles that are new, and not existing; and assess these for their impact, additionality and deliverability. Create a support programme for Authorities to assist them to develop and offer such roles.
* Develop a rigorous recruitment, selection and placement process, in line with equality and diversity best practice to attract built environment practitioners.
* Develop an induction and on-going support, development and networking programme for successful candidates to run throughout the recruitment and placement periods, to support their attraction and retention within their Authority and the sector.
* Rigorously evaluate the programme over a number of stages using multiple different data sets.

1. **PROPOSED MILESTONES**

* Complete the analysis of the short- and medium-term demand and supply from Authorities and built environment practitioners to inform and prioritise a region outside London and the South East.
* Select the region to be prioritised based on this research and analysis.
* Commence the process to support Authorities in the selected region to create new role opportunities that meet demand and deliver the required impact.
* Announce the successful Authority placements.
* Commence the recruitment process to place a cohort in the selected region, a minimum of every 12 months, subject to sufficient demand from Authorities and supply of built environment practitioners.
* Sending job offers to successful candidates.
* Commencement of each placement round.
* Set up support programme for candidates to include an induction and on-going networking and development for successfully placed candidates to extend throughout their placement period.
* Complete development of a curriculum and outputs model for the national research and development programme.
* Delivery of each placement round.

1. **PERFORMANCE**

**This section covers the performance requirements that will need to be evaluated over a number of stages of the programme.**

**5.1 Evaluation –** have the programme evaluated over a number of stages using multiple different data sets

* Recruitment: Assess of numbers of applications from candidates, match success, diversity of candidates and experience feedback
* Placement: Baseline and end of year evaluations from built environment practitioners, collecting key quantitative data (e.g., number of homes unlocked or improved) and key qualitative data (e.g., placement stories recording changes to projects or processes).
* Experience: Collect Net Promoter Score and other off-boarding survey data from built environment practitioners and Authorities and other public organisations at the end of every placement.
* Retention: Monitor the employment and career paths of Alumni beyond their placements.

**5.2** **Measuring success** – the supplier will be required to monitor the success of employing built environment practitioners to a new selected region

* Engagement: Engagement with any digital channels or events to identify a region beyond London and the South East,
* Region: Sufficient interest and information gathered to be able to select a viable region to expand into within 22/23,
* Recruitment: Ability to match new demand for placements in new region with supply of quality-built environment practitioners,
* Sustainability: Ability for new region to be generating sufficient ROI by 23/24 to sustain the business model without the need for additional grant for a minimum of five years

1. **QUESTIONS FOR SUPPLIERS**

Please provide a response to the points below in no more than 4 pages.

* 1. **Methodology and recruitment**
* Briefly explain the research and analysis that you would need to undertake to identify a new region that is different to South East and London
* Briefly explain your recruitment methodology and how it would be in line with ED&I best practice.
* Explain how Authorities will be identified
* Explain how requests from Authorities will be prioritised
* How the research and development programme will be identified and delivered
* Explain how the candidate support programme would operate
  1. **Budget and funding**
* State the initial budget required and explain how the delivery model could be self-sustaining following the initial funding.
* Explain how and to what extent the cost of placing a candidate will be less than those typically charged by recruitment agencies or incurred by commissioning external consultants.
  1. **Timeline and milestone**
* Briefly outline the timeline for delivery of the proposed milestones, including how much time is to be spent allocated to different members of the team (including seniority and daily pay rates).
* Outline the types of roles of a proposed project team, outlining what parts of the project they will be responsible for delivering.
* What frequency would you suggest for milestone review meetings and other project management tasks.
  1. **Research participants and engagement strategy**
* How would you propose approaching development of an communication and engagement strategy for the project.
  1. **Outcome and benefits**
* Briefly explain how would you propose delivering on the performance requirements?
* What would your evaluation framework look like?
* How would you ensure the continued quality of the Authority and candidate experience?
* How would you know the project is successful?
* How would you know if the project was not on track and what early warning and corrective system would you employ?