

London Borough of Waltham Forest

Procurement for the delivery of the Community Asset Programme

Invitation to Quote
December 2019

Introduction and context

BACKGROUND:

A review of all Council properties let to Voluntary and Community Sector Organisations (VCSOs) has been undertaken which identifies the council has a total of 39 properties (44 occupiers) in use by the VCSO.

The current annual rental yield is £300k per annum. The potential yield (full market value) is circa £1.3m per annum, therefore in effect, providing a subsidy to VCSOs of £988k per annum. The review found that:

- 75% of tenants are either tenant at will or holding over on a lease that has expired
- 50% of leases have expired
- 20% are not paying any rent at all
- 5% are paying a commercial rent
- 80% are only paying 30% of the commercial rent due
- 50% of buildings are believed to be under occupied
- 40% of the estate is believed to need repair and modernisation

A report detailing the findings and recommendations for remedial action was produced and presented to Cabinet on 5th July 2019, when it was agreed to implement the programme of delivery for the Community Asset Review. The Council recognised and endorsed the need to establish a fair and transparent framework for awarding rent subsidies to VCSOs leasing the Council's community buildings and to implement the *Community Benefit Assessment Tool (CBAT)* to regularise all current tenancy arrangements.

A key driver for the review is to identify opportunities for co-location of VCSOs which will provide additional community benefit and expand the provision of community services in potential community hubs in the near future. Bringing together key services delivered by local community groups and organisations also provides the Council with the potential opportunity for properties that may become surplus to requirements and may be reinvested for other purposes which continue to provide benefits for residents and the Council.

We are now ready for implementation of the Community Asset review and a significant amount of community engagement has already taken place; providing the platform needed to confidently commence the CBAT assessments and development of the vision for community hubs.

<https://democracy.walthamforest.gov.uk/documents/s68547/Community%20Asset%20Review%20-%20Cabinet%20Report.pdf>

THE CONNECTING COMMUNITIES PROGRAMME:

Building on the strength of our Creating Futures Corporate Strategy we want to improve life chances for everybody in Waltham Forest.

The Connecting Communities programme seeks to unlock the collective power of Waltham Forest's people where every resident and local organisation is empowered to lead change.

The Community Networks will bring together local and key public services in a new way of working. The 4 Community Networks cover Chingford, Leyton, Leytonstone and Walthamstow.

The networks are key to making better use of existing resources such as local buildings and spaces to act in a more coordinated way to create new opportunities enabling people to connect with and help each other.

The Community Asset Review is a key enabling programme which supports the wider ambition and goals of the Connecting Communities programme. A Review also links to the wider VCS review which will be commencing imminently to consider the future offer and model for VCS support in the borough.

<https://www.walthamforest.gov.uk/sites/default/files/Connecting-Communities-Strategy.pdf>

We require a provider to implement and deliver the Community Asset Review with VCS tenants who occupy/rent/lease a community building owned by the Council. The provider will work with VCS tenants, wider VCSOs and other key stakeholders to deliver this programme of work.

This programme provides an exciting opportunity for both the Council and residents to harness the use of property as an enabler for community development, capacity building and community cohesion in Waltham Forest and we are looking for a provider who shares these values and works with us to achieve these aspirations.

Project scope and deliverables

The provider will work collaboratively with the Programme Manager for Community Assets and VCS delivery as part of the wider Connecting Communities programme to deliver key components of the delivery programme in accordance with the vision set out for this work.

The provider will focus upon the following key operational elements of the Community Asset Review:

- i. Implementation of the CBAT assessments
- ii. Engagement and consultation with communities and VCSOs to produce a blueprint for the Community Hub development programme ;
- iii. Training and support for VCSOs to support them through this process;
- iv. Continuing engagement with VCS tenants to support key aspects of delivery.

This work will strategically align with key features of the Connecting Communities and wider Council programmes, (some of which are also currently in development):

1. Community Networks and utilisation of spaces and places in the community.
2. The Strategic Asset Management Plan produced by Property Services.
3. The emerging Voluntary and Community Sector strategy.

The provider will also implement a project management approach to communicate and remain accountable for the delivery of this work; producing periodic reports and project management documentation as set out below.

Deliverable	Expectations
Implementation of Community Benefit Assessment Tool (CBAT) assessments	<ul style="list-style-type: none"> • Carry out 1-1 meetings with all identified VCS (head) tenants and complete CBAT assessments on a phased approach with identified groups where leases have expired/no lease in place as set out in the implementation plan and agreed with the Lead Officer by 31/03/2020. • Produce info and guidance packs for VCS tenants to support the CBAT process. • Gather the evidence and information required from tenants to support the CBAT case. • Produce report of findings and issues and keep the Lead Officer updated of all matters. • Resolve all queries from tenants in relation to CBAT assessment. • Collate the CBAT assessment info and submit for calculation. • Communicate the outcome of CBAT assessment to each tenant and manage as appropriate. • Finalise discussions with tenants before handover to Property services for negotiation of Heads of Terms for leases.
Engagement to support the CBAT process	<ul style="list-style-type: none"> • Engage, communicate and liaise with key stakeholders; VCS tenants, wider VCS groups and partners, internal stakeholders. • Produce and maintain contact lists and feedback. • VCS information briefing sessions held quarterly. • Preparatory meetings with VCS tenants for CBAT implementation. • Production of information and regular updates to VCS tenants and wider VCS. • Dealing with queries. • Identify opportunities for co-location and establish an approach between interested groups to enable this. • Attendance and presentations at Network meetings. • Liaison with Network Managers to support this programme and specifically identification for co-location opportunities for VCSOs.
Community hub development	<ul style="list-style-type: none"> • Produce the engagement and consultation strategy setting out the proposal & outline vision for the development of VCS community hubs in Waltham Forest. • Produce the engagement plan setting out the approach with key stakeholders. • Implement the engagement plan with all identified stakeholders. • Produce and present the blue print and agreed approach for the VCS community hubs model in Waltham Forest. • Scope potential community hubs sites by Network area. • Undertake early identification of potential groups to co locate in hubs.

Training and support package for VCSOs	<ul style="list-style-type: none"> • Engage and consult with VCSOs and stakeholders to inform a training and support package for good practise on the maintenance of buildings and responsibilities as a leaseholder/tenant. • Produce the training programme in accordance with objectives setting out the timetable for delivery. • Produce information and training support materials/handouts. • Promote and publicise via comms and disseminate via the networks/VCS. • Deliver the programme of training. • Gather data, stats and feedback to inform and shape continuing delivery.
Project Management methodology and documentation	<ul style="list-style-type: none"> • Produce and maintain project delivery related documentation: project plan, risk log, implementation timetable, monthly highlight reports and related documentation as agreed and specified.

Our contract will set out that all content and materials created through the commission will be the intellectual property of the London Borough of Waltham Forest (excluding any materials that are already the intellectual property of the provider).

Ways of working

The council will provide the organisation/company with a package of information, sign-posts and links to work that has already been carried out. It is expected that initial discussions will inform and shape the work to be undertaken and the council may add further things to include as the brief is confirmed as well as inviting suggestions that support good practise and effective ways of working made by the provider.

The provider will need to speak with key contacts to get a fuller brief on work taken place to date and to understand the documentation and update/progress reports produced to date. These contacts will be confirmed as well as a main contact person before the commencement of the project.

We expect a highly collaborative approach, working closely with key stakeholders throughout the duration of the project. We require the provider to work collaboratively with our Connecting Communities, Property and Asset Management and Corporate Communications teams. In addition to this and paramount to the delivery of the programme is the requirement to engage with community stakeholders and particularly with VCS tenant groups.

A member of Council staff will be the internal 'lead' on the project and will act as the main point of liaison between the provider and Council throughout.

A project kick-off meeting will outline and agree project management expectations. As a minimum we expect the provider to provide updates on progress to the internal 'lead' for the project once a week, as well as immediately highlighting any challenges or risks to delivery if they arise.

Personnel

Details of the expertise and experience of all staff who will be working on the project should be provided. Please also detail any specific and relevant experience your company and/or individuals who would be working on the programme.

Budget

We invite prospective applicants to submit a costed budget for this work which will be considered on the basis set out in the evaluation criteria.

Project Timescales

Completion of the project is expected to be 31st March 2020.

We will consider any reasonable proposals with a clear rationale for different timescales albeit we expect the CBAT assessments to be completed by 31/03/2020.

Timetable

We envisage the timetable to approximately follow the below:

Action	Date
Issue Invitation to tender	10/12/2019
Deadline for receipt of Providers questions	17/12/2019 5pm
Deadline for response to Providers questions	20/12/2019 5pm
Deadline for receipt of Providers submissions	7/01/2020 12 noon
Evaluation of written submissions	8/01 – 10/01/2020
Notification of successful bidder	10/01/2020
10 day standstill period	20/01/20
Final contract award	21/01/20
Anticipated contract start	27/01/20
Project kick-off meeting	28/01/20
Engagement with VCS groups	3/02 – 31/03/20
Completion of CBAT Assessments	10/02 – 31/03/20
Development of proposals for Community Hubs	17/02 – 31/03/20
Submission of final report	3/04/2020

The above timetable is indicative only and subject to variation by the Council. Providers will be informed of any significant changes.

Evaluation criteria

70% Quality and ability to meet the stated requirements

30% Price

Evaluation criteria	Criteria weighting %	Sub-criteria	Sub-criteria weighting
Quality	70%	Relevant experience carrying out similar work previously	20%
		Relevant experience working with community groups	15%
		Understanding of our objectives, your approach to the project	15%
		Quality of personnel	10%
		Timescales (capacity to adhere to timings, adequate contingencies put in place)	10%
Price	30%	None	
Total	100%		

Quality

Please outline in your proposal your approach to each of the quality criteria above. Bids will be assessed on the above following the below criteria and weighting:

SCORE	DESCRIPTION
5	Response is of an excellent standard and goes above and beyond the criteria.
4	Response is of a high standard and meets all the criteria, with no reservations at all.
3	Good response however there is a minor reservation in one key area.
2	Acceptable response; however there are reservations in two or more key areas.
1	Non-compliant – failed to provide a sufficient response/address the question.

Price

30%

The maximum price score for this section is given to the provider who has submitted the Proposal with the lowest total cost for the duration of the contract. All other providers are awarded using the following formula:

(Lowest Bidder Price / Bidders Price) x Percentage Score Available

Please note: costs should be inclusive of expenses and any other additional costs that may be incurred.

Please include a breakdown of your costs for the different elements of the project, and the reporting and presentation.

Providers should limit their responses to five pages of A4 (10 sides) including any diagrams and appendices, plus a further page of A4 (two sides) for CVs. Information outside of these limits will not be considered.

A maximum of three providers will be shortlisted and invited to interview.

Responses will be assessed using the criteria set out below.

Design & Approach	20%
Describe how you would design the overall plan and approach to ensure the community asset review is successfully implemented with key stakeholders taking into account the existing issues and best practise; ensuring the specified programme objectives are effectively delivered. (500 words)	
Provide examples of any relevant assignments you have previously delivered in a similar capacity/context and describe how your approach will enable the different components for this assignment to be successfully delivered. (300 words)	
Suggest the appropriate approach for the development of a blueprint for Community Hubs setting out your approach for community engagement, with an explanation for your recommendations. (300 words)	
Describe how you would ensure the community asset review contributes to the Councils objective to use property as an enabler to build the capacity and capability of local community groups and local community services. (500 words)	
Set out your experience of delivering training and support to the VCS and suggest the approach for a programme of training and support to the VCS. (300 words)	
Delivery methodology and milestones	20%
Provide a high-level delivery plan for the duration of the assignment, starting in February 2020 and concluding in September 2021, including key milestones. (one side)	
Set out the key issues and risks you expect to encounter, and how you will ensure these are appropriately managed and mitigated. (one side)	
Collaboration	15%
Describe how you would work with communities and VCS stakeholders and what resource would be imperative for successful delivery of this assignment. (500 words)	
Advise which of your own partners would be enlisted to support the process and suggest which of our partners you'd be keen to involve from start to finish. How would these partners add value to the delivery of this assignment? (500 words)	
Describe any stand-out examples where collaboration with communities and VCS groups has led to impactful results in previous assignments. (250 words)	
Advise on what you consider to be the main issues and risks when engaging with communities and local VCS groups and how you would manage and mitigate this. (250 words)	

Delivery Team	15%
Provide details of all the individuals you would allocate to delivery of this project. (500 words)	
Explain how the team's collective qualifications, skills and experience will ensure this assignment is successfully delivered. (500 words)	
Price	30%
Please clearly set out what you would deliver within your quoted cost, including a breakdown for each component area of the programme.(one page)	
<i>NB. All prices are to be exclusive of VAT and inclusive of all other costs, including travel and expenses.</i>	

Contract conditions

The successful contractor must abide by Waltham Forest Council's terms and conditions.

We expect all consultants to comply fully with GDPR in the handling and storage of both existing data and new data collected.

All content and materials created will be the intellectual property of the London Borough of Waltham Forest (excluding any materials that are already the intellectual property of the provider).

Submission and appointment

Please submit tenders via the London Tenders website (www.londontenders.org) by **12 noon on 7th January 2020**.

The successful contractor will be required to attend the Waltham Forest Council offices for an inception meeting at the start of the project, to finalise arrangements including agreed scope of work, timescales and project management.

Queries and further information

Please raise any queries relating to this Invitation to Tender through the discussion forum on the London Tenders Portal. All queries relating to the tender documentation should be raised through the portal **before 5pm on 17th December 2019**.

Thank you for taking the time to tender for this programme.