

Mayor's Regeneration Fund Evaluation and Forward Strategy

Summary of requirements

The Greater London Authority (GLA) is seeking a contractor(s) to deliver a quantitative and qualitative impact evaluation and forward strategy of the Mayor's Regeneration Fund (MRF) to commence from November 2015. This work will require the contractor(s) to work with the relevant projects and stakeholders to assess whether the aims and objectives of the MRF were met, what was the impact and value for money of the MRF and individual projects, and what were the strengths and weaknesses of implementation. The final report should be completed by autumn 2016 and will be used by both internal and external stakeholders to inform future policymaking and funding rounds. This will be followed by a second report, to be published in 2017, which will take the same format, but focus solely on an analysis of the projects still in delivery at the time of the original evaluation being published, as well as a longitudinal analysis of those projects featured in the original report.

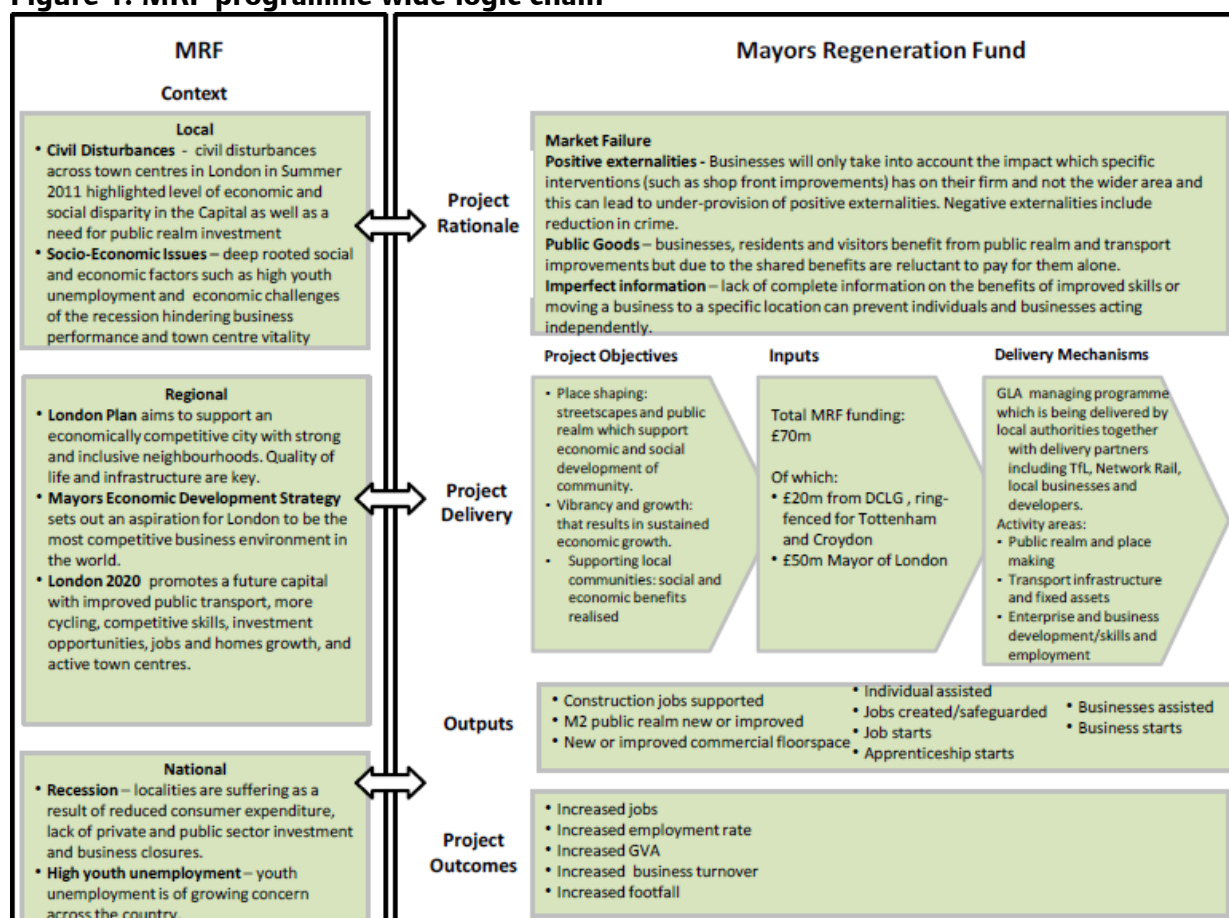
1. Background to the Programme

From Saturday 6th of August through Tuesday 9th of August 2011, unprecedented levels of public disorder took place in a range of locations across London. Following over 1,600 arrests and estimated damages of over £100m, the impact on London's communities, society and economy are undoubted. Following these disturbances, the Mayor announced a fund of £70m to invest in the long term regeneration of some of the worst affected boroughs (MD895). Of this funding, £50m has been provided by the Mayor of London via the GLA. In addition, £20m has been provided to the GLA from the Department for Communities and Local Government and was ring fenced for investment in Tottenham and Croydon.

Bids were invited from boroughs, and these proposals were assessed by the GLA with regard to deliverability and economic impact, and a number were prioritised for funding. A requirement of 30% match funding was applied to all applications for funding.

The main aim of the Mayor's Regeneration Fund (MRF) was stated as: "investing in people's futures with grant agreements awarded on the strength of job, training and apprenticeship opportunities for local people as well as high street renewal". There are different themes within the projects and a wide range of funding levels (see below), though the logic behind the programme as a whole is summarised in Figure 1.

Figure 1: MRF programme wide logic chain



Source: Regeneris Consulting

Given the considerable amount of funds being spent on the MRF and the ongoing importance of regeneration to London, the GLA is committed to learning from this programme. To achieve

this, the GLA is planning an evaluation of the MRF to be published in the autumn of 2016 to mark the fifth anniversary of the disturbances, and are looking to commission some of the evaluation work within this specification. If required, this work could include an additional interim evaluation published before the end of the current Mayoral term.

In January 2014 Regeneris completed two pieces of work for the Regeneration Unit. One was a guide to the self-evaluation process which was issued to delivery partners, and the second was an interim evaluation of MRF, which included an initial process evaluation of the delivery of MRF and a data audit and assessment of the existing MRF projects and recommendations on data gaps which could be filled. Both pieces of work would be issued to whoever undertakes the final evaluation.

Below is a list of the various projects that comprise the Mayor's Regeneration Fund and their total budget. Similar projects have been grouped around three key themes which are:

- Public realm and place-making
- Transport related infrastructure and fixed assets
- Skills and employment
- Enterprise and business development

List of projects funded by the Mayor's Regeneration Fund	Project theme	MRF grant funding
LB Camden – Collective and Retail Property Strategy	Enterprise and business development	£668k
LB Camden – Cobden Junction	Public realm and place-making	£1.5m
LB Croydon – Wellesley Road	Transport related infrastructure / fixed assets	£4.8m
LB Croydon – Innovation Centre	Enterprise and business development	£1.5m
LB Croydon – Business Rate Relief	Enterprise and business development	£1.1m
LB Croydon – West Croydon Investment Package	Enterprise and business development	£1.4m
LB Croydon – Old Town Masterplan	Masterplans and strategies	£250k
LB Croydon – West Croydon Interchange	Transport related infrastructure / fixed assets	£4m
LB Croydon – High Streets	Public realm and place-making	£6.8m
LB Croydon – New Addington	Enterprise and business development	£956k
LB Ealing – Shaping Southall	Public Realm and Place-making	£3.5m
LB Ealing – Dine in Southall	Enterprise and business development	£850k
LB Enfield – Market Gardening	Enterprise and business development	£600k
RB Greenwich – Woolwich Crossrail	Transport related infrastructure / fixed assets	£5m
LB Hackney – Shop Front improvement Project	Public Realm and Place-making	£500k
LB Hackney – Fashion Hub	Public Realm and Place-making	£1.5m
LB Haringey – Growth on the High Road	Public realm and place-making	£2.5m
LB Haringey – 639 Employment & Enterprise Centre	Enterprise and business development	£3.4m
LB Haringey – Opportunity Investment Fund	Public Realm and Place-making	£2.7m
LB Haringey – Employment and Skills Project	Skills and employment	£1.1m
LB Haringey – North Tottenham	Transport related infrastructure / fixed assets	£6m

LB Haringey – Accessibility	Transport related infrastructure / fixed assets	£3.5m
LB Haringey – Stadium Approach	Transport related infrastructure / fixed assets	£872k
LB Merton – Colliers Wood	Public Realm and Place-making	£1.6m
LB Southwark – Gateway to Peckham	Transport related infrastructure / fixed assets	£5.2m

2. Evaluation Aims and Objectives

The purpose of the evaluation is to expand the evidence base for regeneration activities and establish lessons learned which can both help improve future policymaking within the GLA and Regeneration funding rounds. Consequently, the audience of the evaluation will consist of both internal and external stakeholders.

The focus of the evaluation is an assessment of whether the MRF programme and its constituent projects achieved their aims. Where delivery is ongoing, the aim will be to understand whether the specific projects are on track. Specifically, the aims of this evaluation are to:

- (a) Assess whether the aims and objectives of MRF were met drawing on qualitative and quantitative data to produce informed conclusions on the achievements against the following key appraisal criteria:
 - Deliverability
 - Vibrancy and growth
 - Place-shaping
 - Collaboration and support
 - Geographic suitability
- (b) Assess the strengths and weaknesses of the delivery processes that significantly affected outcomes to learn from the success of these models. This should include an assessment of the configuration of the programme to understand whether it was set up in the right way to respond to the challenges and issues which existed at the time, as well as the overall governance arrangements - both internal and external - in providing oversight to the programme.
- (c) Produce a robust quantitative impact evaluation. This should look at the extent of which the programme and individual projects have resulted in additional and attributable impact at both the local area and London level, including an assessment of activity which our investment has helped catalyse, beyond the scope of each individual project.
- (d) Produce a value for money assessment of the programme in terms of economy, efficiency and effectiveness. Specifically, this should include a cost-benefit analysis that is compliant with Green Book guidance and quantifies the economic costs and economic benefits over time to provide a net present value and a benefit cost ratio. Financial and fiscal implications of the programme should be highlighted separately.
- (e) Assess the added value realised by the GLA. This should take into account the GLA's role as owners of the programme, their response to the issues in respective boroughs, ability to communicate the aims and objectives of the MRF and their role in overseeing the project as a whole. In addition to this, the evaluation should also

- (f) Identification of key lessons learnt as part of a coherent and comprehensive set of conclusions that can be used to inform future policymaking within the GLA and the development of future Regeneration funding rounds. This should include:
- What has worked well and what has worked less well throughout the project and why.
 - An examination of and comparison with similar projects elsewhere to draw out further conclusions.
 - A comparison of the impact of MRF projects with the performance of equivalent town centres not subject to investment or London-wide statistics for changes in footfall, vacancy rates, jobs created etc.
 - A comparison within MRF, i.e. between like-for-like projects and between the different project themes.

Within these evaluation aims and objectives, the qualitative aspects should focus on the following areas:

- Design – analysis of ‘before’ and ‘after’ conditions, a sample of pre- and post-delivery PLACE Reviews, and expert analysis from design critics.
- Contractual arrangements – procurement approaches adopted by delivery partners and their success in enabling, timely, good quality delivery.
- Aftercare – a review of management and maintenance arrangements and how the reality compares to that which the Borough committed to at the funding proposal stage.
- Project governance – what governance structures have delivery partners used to deliver funded projects? Existing or new/bespoke? How effective have these been?
- Monitoring arrangements – an analysis of the efficiency and effectiveness of GLA monitoring processes from the perspective of the delivery partner. To what extent have they had positive/negative impacts on delivery?
- Capacity building – has existing or new resources been used to deliver funded projects. Has the capacity of delivery partners been enhanced, have the skills gained through delivery been retained within the organisation. What is the legacy of these projects in terms of building partnerships and collaboration in areas of intervention?
- Additional survey work – perceptual studies for select case study areas (requiring the capturing of baseline perception at project inception stage).

2.1 Methodology

Responses should outline the proposed methodology that will be used to assess these aims and key research questions, with key milestones presented in a project plan. It should highlight any evidence and data that will be collected and analysed.

The proposal should outline the type and amount of primary research which will be undertaken for the evaluation. Depending on the methodology proposed, ways in which evidence could be gathered include but not limited to:

- Desktop analysis of project documentation such as strategic and delivery information (e.g. self-evaluation forms submitted by delivery partners) and GLA project governance forms on expenditure, milestones, outputs
- Interviews with key stakeholders/partners at strategic and operational levels
- A robust survey of primary beneficiaries to gather insights into the impact of the intervention and additionality
- Case studies

- Monitoring data available through national or local databases

2.2 Outputs

The main output from the work we are seeking to commission in this specification will be a final, public-facing report including the key themes and research questions outlines above. The recommended report structure for the evaluation is:

- Executive summary
- Introduction
- Overview of programme
- Profile of funding and expenditure
- Performance against aims and objectives
- Effectiveness of the delivery process
- Impact of the programme
- Value for money assessment
- Strategic added value
- Key lessons learnt and recommendations
- Conclusions

This will be followed by a second report, to be published in 2017, which will take the same format, but focus solely on an analysis of the projects still in delivery at the time of the original evaluation being published, as well as a longitudinal analysis of those projects featured in the original report. One drawback of our previous evaluation commissions is that the timing means that many of the schemes have only recently finished delivery, and consequently the evaluation could not fully analyse long term benefits and impacts. Staggering the evaluation in two separate parts will mitigate this risk, as well as accounting for the unique nature and various delivery timescales of the MRF programme.

2.3 Timescales

The key outputs and timescales below provide a framework that the successful bidder will be expected to follow to deliver the evaluation. The successful bidder will be required to attend at least six progress meetings, an inception meeting to take place shortly after the announcement, and on at least two occasions prior to the delivery of the final report. Following the satisfactory submission of the final report, the successful bidder will be required to present their findings to a variety of stakeholders to include, but not limited to, the GLA, delivery partners and their subcontractors, and other appropriate external stakeholders.

Key project milestones/outputs	Project deadlines
Invitation to tender issued	23/11/2015
Deadline for receipt of proposals	30/11/2015
Clarification interviews (if required)	07/12/2015
Announcement of successful bidder	14/12/2015
Inception meeting	w/c 14/12/2015
Progress meeting	Monthly
Draft report submission	TBC
Report submission – final version	08/16
Presentation to stakeholders	09/16

Follow-up meetings	Monthly
Second report submission – final version	08/17
Presentation to stakeholders	09/17

3. Quotation

Quotations are invited (excluding VAT but including expenses). Prices quoted must be competitive but realistic for the work to be undertaken

Award of the contract will be subject to a competitive quotation process and requirements outlined in this brief, and will take into account cost, quality and experience.

Applicants should price for both parts of the MRF Evaluation (initial evaluation, then follow-up) as part of their submission.

The following information should be included in the tender submission:

- Understanding of the brief, including its context and deliverables
- Proposed research and evaluation methodology
- Detailed work plan and timetable
- Detailed breakdown of costs and time by team member and activity
- Evidence of previous relevant evaluation experience
- Experience of individual team members' and information on how the study will be managed
- Risk assessment
- Details of relevant experience in delivering similar projects
- A full CV of all the consultants or employees that will work on the project
- Confirmation that the project will be delivered on a fixed price costing
- Details of internal quality systems and mitigation of risk

3.1 Scoring criteria

All responses to this tender will be scored using the following criteria.

Requirement	Weighting
Methodology <ul style="list-style-type: none"> • Awareness of the issues facing the programme • Response covers all areas of the specification • Description of the proposed evaluation approach that is relevant to this programme and specification • Understanding of the key value for money concepts and their application • A clear and comprehensive project plan and proposed timeline 	35%
Previous experience, skills and ability <ul style="list-style-type: none"> • Undertaken similar evaluation projects before as demonstrated by examples and relevant specialist knowledge • Experience, skills and track record of the organisation, team and any sub-contractors as demonstrated by CVs of any individuals or teams 	25%
Quality assurance and understanding of risk <ul style="list-style-type: none"> • Risk management and mitigation • Experience of communicating and disseminating key messages from research clearly and accurately 	15%

Cost <ul style="list-style-type: none"> Breakdown of daily rates charged for each individual by activity Breakdown of other anticipated costs or charges 	25%
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Each requirement will be given a score out of 5, where 4 is the highest mark available and 0 is the lowest mark achievable.

Score	Explanation
0 – Unacceptable	The response does not meet the requirement.
1 – Poor	Some minor reservations of the Tenderer’s relevant ability, understanding, experience, skills, resource & quality measures required to provide the services, with little or no evidence to support the response.
2 – Meets requirements	Demonstration by the tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the services, evidence to support the response.
3 – Good	Above average demonstration by the tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the services. Response identifies factors that will offer potential added value, with evidence to support the response.
4 - Outstanding	Exceptional demonstration by the tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the services. Response identifies factors that will offer potential added value and continuous improvement. with evidence to support the response.

Cost Evaluation Scoring

Inverse proportion of lowest cost:

Weighted Score = (Lowest Cost ÷ Tender Cost) x Price Weighting

3.2 Governance and reporting requirements

The Evaluation Steering Group will oversee the evaluation with the purpose of facilitating the evaluation and validating findings as they emerge. The evaluation steering group shall comprise of relevant representatives from the GLA’s Regeneration team. Other steering group members may be invited as relevant.

Typically the evaluation steering group will meet at key stages (linked to the delivery of key outputs) to review progress as set out in the evaluation timetable and agreed in the detailed work programme. The consultant will be expected to present a progress report at meetings following an agreed reporting format.

3.3 Submission and contact

Organisations are invited to send their bids and any enquiries to TfL’s E Tendering Portal by the 30/11/2015. Proposals must be no longer than XX sides of A4 using Foundry Forum Sans or Arial at 12pt size.