

## **Section 7 Specification**

**Greater London Authority  
Specialist Assistance Team Tender Specification**

**REF: GLA 80884**

**01/09/2016**

## **1. SUMMARY**

Details of lodging the submission with supporting documents are laid out in section 6. All costs for the preparation and submission shall be borne by the consultant. Deadline for receipt of submissions is 9.00am Monday 03<sup>rd</sup> October 2016.

The Greater London Authority (GLA) Regeneration Team is looking for consultants to join their Specialist Assistance Team (SAT). The SAT is a panel of expert consultants established to advise and support project partners and the GLA in the scoping, design and delivery of regeneration projects.

SAT support services should be delivered in line with the guidance contained within this brief, in collaboration with GLA, and in a manner that supports the objectives of the Mayor's regeneration funding programmes. The duration of appointment will be 4 years, with a 2-year break clause at the discretion of the Mayor's Regeneration team.

The total value of this tender is £125,000. £125,000 is therefore the total amount that will be spent by the GLA on all sessions delivered by the SAT panel across the life of the appointment. One session equals four hours of face to face advice and a short written follow-up. Projects may require support which amounts to multiple sessions. This will be made clear when the opportunity to provide assistance is advertised

Consultants will be called off the panel to deliver sessions by means of a mini-competition based on the following criteria:

- availability
- suitability to the project support needed (i.e. short 'pitch' for session)
- quality (i.e. seniority, skills, experience) of staff offered
- price (value for money)

Each session or group of sessions will be advertised to all SAT consultants within a relevant category or categories of support, except for when GLA officers deem a particular consultant on the panel to be uniquely suitable or qualified to deliver a session or group of sessions. In such circumstances a consultant may be called off directly provided that the single source appointment is justified in writing for the public record by a named GLA officer.

16 categories of support will feature in SAT 4. These are:

1. Project Set Up
2. Data, Analysis, Evaluation & Economics
3. Community Engagement
4. Cultural Curation
5. Business Planning & Organisational Development
6. Workspace

7. Public Space
8. Landscape Architecture & Growing
9. Heritage & Conservation
10. Communications, PR & Graphic Design
11. Digital Strategy & Enabling
12. Markets
13. Built Design
14. Architecture
15. Property Development Advice
16. Skills & Employability Support

## **2. BACKGROUND TO INITIATIVE**

The Specialist Assistance Team (SAT) is a call-off panel of experts, set up to support delivery partners and the GLA Regeneration Team in the scoping, design and delivery of high quality, relevant and effective regeneration projects.

Following over five years of running the SAT and using it as a flexible resource to support high street and places of work regeneration projects, we are now making use of feedback from SAT consultants, project partners and officers in the Regeneration Team to assemble the most comprehensive SAT to date. This SAT will continue to support Mayor's Regeneration projects as and when they come forward.

In response to feedback from stakeholders, the newly procured SAT panel will seek to draw on the expertise of consultants from a range of fields, reflecting the variety and breadth of activity funded and delivered by the Mayor's Regeneration team.

New categories of support have been added to SAT 4 and members of the panel will be expected to provide support to the full range of projects delivered by the Mayor's Regeneration Team.

For background on our recent and forthcoming funding programmes and projects please visit:

<https://www.london.gov.uk/what-we-do/regeneration/>

## **3. CLIENT/STAKEHOLDER LIAISON**

Liaison with delivery partners is a central requirement of this project. The commission should not be seen as a desk-top exercise, but a collaborative active engagement with delivery partners and local groups.

Information about you, your company and the support available will be compiled in a menu and shared with current and prospective partners, who will request support through the GLA. (Over

the past year some consultants have provided one or two half-days of advice, whilst other have provided over two weeks-worth of support.)

All SAT sessions will be coordinated and approved by the GLA on an ad hoc basis as required. To arrange a SAT session for a project delivery partner, all panel appointees within the relevant lot(s) of expertise will receive an email including a mini-brief and inviting entries into a mini-competition for the session(s) as described above.

Once the requested SAT support is provided, you will receive a notification to invoice with a PO number.

#### **4. KEY TASKS OF SPECIALIST ASSISTANCE TEAM**

##### **4.1. Provision of specialist advice**

Provide advice and support to the GLA and current and prospective delivery partners. Support may take the form of presenting ideas in a meeting, facilitating a conversation between stakeholders, visiting a place and sharing observations, or undertaking small, discrete pieces of work.

Categories of support are listed below by specialism. (NB activities within lots that require unique skillsets are separated by '*and/or*'. When submitting tenders, consultants should evidence **at least one** skillset.)

SAT consultants should support the GLA and partner organisations including local authorities and community groups in the following areas of expertise:

##### **Lot 1. Project Set Up**

- define project objectives, governance arrangements (with clear roles and responsibilities) and timescales to facilitate the smooth operation of regeneration projects; develop key project documents, organisational tools and processes; *and/or*
- identify funding opportunities which are appropriate and realistic to the known scope and scale of projects at inception stage; assist with bid-writing to secure project funding from relevant local, regional, national and international sources; *and/or*
- define and write procurement briefs; recommend appropriate procurement routes to commission high quality and appropriate consultants to undertake regeneration projects; liaise with local authority procurement teams; and manage tender processes and competitions; *and/or*
- support projects to best design and deliver projects within a payment by results framework; *and/or*

- give advice and guidance to projects on State Aid regulations.

## **Lot 2. Data, Analysis, Evaluation & Economics**

- produce and analyse baseline data to build understanding of local conditions; interpret data to shape investment projects, set appropriate targets; *and/or*
- support projects to track progress against project outputs and objectives specified by the Mayor's Regeneration team as a condition of receiving Mayoral funding; evaluate the performance of projects against initially specified objectives and targets post-completion; *and/or*
- propose appropriate metrics and workable methodologies to assess and report them across the life of regeneration projects, so that the impact of projects can be accurately understood and considered in relation to the Mayor's priorities and statutory responsibilities, and the remit and objectives Mayor's Regeneration team; *and/or*
- support projects to produce strategies which encourage and shape sustainable, inclusive growth and investment in wider areas at a range of scales such as neighbourhood, town centre, industrial estate, opportunity area or Borough; *and/or*
- undertake preparatory work such as character studies and vision development; use strategies to inform planning policy, property development, transport investment and the provision of amenities such as workspace, clinics, schools and open space.

## **Lot 3. Community Engagement**

- design participatory events and processes to gather local knowledge and desires; build cohesive and sustainable local social networks; support the formation of new voluntary governance organisations to engage in urban stewardship and deliver local regeneration projects themselves; develop skills and capacity to empower lower people and sustain engagement; build partnerships and effective working relationships across or between organisations such as local authorities, town teams, developers and businesses; *and/or*
- support the expansion and effectiveness of the Mayor's Crowdfunding Programme by helping the Mayor's Regeneration team to broaden and diversify participation; attract a more varied and imaginative range of project ideas; increase match funding by individuals, businesses and other organisations; support new local partnerships and connections which emerge from crowdfunded regeneration projects; and support the sharing of skills, resources and experience to implement them.

#### **Lot 4. Cultural Curation**

- develop projects, policies and governance arrangements to improve London's high streets, places of work, public space, growth, skills, employability, digital connectivity and innovation in alignment and synergy with the emergent Mayor's 2017 Cultural Infrastructure Plan and all other strategies published by the Mayor's Culture team across the life of SAT 4; *and/or*
- scope opportunities, develop briefs and realise creative installations in the public realm that reflect and reveal the unique qualities of a place; *and/or*
- plan and deliver bespoke festive and cultural events that animate public spaces, reveal underappreciated places, and draw out local assets.

#### **Lot 5. Business Planning & Organisational Development**

- support project partners from the public, private and third sectors (including community interest companies, social enterprises and SMEs) with business set-up, appropriate business models, long-term management and growth strategies; *and/or*
- support project partners with business planning, marketing, market research, service quality, merchandising, pricing, customer retention, recruitment and apprenticeships, cashflow, procurement, franchising; *and/or*
- support project partners to understand the regulatory environment in which they operate (e.g. tax law, corporate structure, insurance, Privacy and Electronic Communications Act, IP rights, patent law); *and/or*
- support project partners to identify, access and leverage opportunities and resources such as angel investors, incubators, accelerators, university and government grants, SEIS scheme, EIS scheme; *and/or*
- signpost financing and investment options which are suitable to project partners in line with their development potential and risk; support project partners to develop their investment readiness for debt financing, venture capital trusts, private equity, or alternative finance (peer-to-peer lending, equity crowdfunding, rewards-based crowdfunding, donations based crowdfunding, invoice factoring and presales); *and/or*
- support the formation and development of business-led governance organisations such as business forums, traders' associations, and Business Improvement Districts; *and/or*
- support the further development and expansion of existing business-led governance organisations and of voluntary governance organisations such as town teams, neighbourhood forums and others; *and/or*

## **Lot 6. Workspace**

- identify demand for shared workspace and suitable models for particular places (including incubators, accelerators, co-working space, artist studios, maker space, and move-on space); provide shared workspace in existing buildings or new developments; develop partnerships with workspace providers to create new spaces and market to potential users; help reveal the economy of employment clusters; develop approaches for interventions to enhance employment clusters.

## **Lot 7. Public Space**

- scope and design interventions to complex public environments that improve their usability and appeal, attracting more visitors; identify improvements that are impactful, robust, low-maintenance, and deliverable with available resources; write briefs to commission consultants and contractors to develop, design, detail and deliver improvements; *and/or*
- support projects to create public spaces in accordance with the Transport for London (TfL) Health Action Plan (2013) Healthy Streets indicators of a healthy street environment (p. 8); *and/or*
- scope and design inviting, safe and playable spaces for people of all ages and bespoke playable or restable street furniture where appropriate in response to clearly demonstrable local demographics and outdoor recreation needs; *and/or*
- scope strategies, undertake feasibility studies and design footways and carriageways to balance the requirements of vehicular traffic movement with provision for pedestrians (both moving and resting) and cyclists; use precedents and evidence to scope and design new public space projects and interventions in accordance with the TfL Street Types matrix; and liaise with local authority highways officers and TfL to ensure compliance with approval processes.

## **Lot 8. Landscape Architecture & Growing**

- scope and design new landscaped green spaces which are high in usability and appeal, attractive to visitors, and deliverable with available resources; write briefs to commission consultants and contractors to develop, design, detail and deliver green space improvements; *and/or*
- support projects to create, use and sustainably manage new community food growing spaces, promote and increase community food growing; increase food growing in parks, on vacant sites, or unused areas of land; *and/or*

- promote a joined-up approach to community food skills and learning, educating and training people of all ages, abilities and backgrounds on how to grow, cook and market healthy food.

#### **Lot 9. Heritage & Conservation**

- scope and design interventions to conserve and enhance heritage assets, improving their usability and appeal and attracting more visitors; *and/or*
- identify heritage and conservation interventions that are impactful, robust, low-maintenance, and deliverable with available resources; *and/or*
- write briefs to commission consultants and contractors to develop, design, detail and deliver heritage and conservation related events, projects, strategies and improvements.

#### **Lot 10. Communications, PR & Graphic Design**

- support projects to understand, develop and promote their key messages, target audiences, unique selling points and brand identity; *and/or*
- support projects to produce and implement communications plans, marketing campaigns, and online and offline media strategies which tell the story of their activities, achievements and legacy; *and/or*
- engage local authority press teams and online and offline media to promote and publicise projects; *and/or*
- organise, promote and deliver public-facing events to celebrate projects and/or encourage participation in future project development; *and/or*
- create compelling visual materials to support projects at various stages of their delivery (from concept through to launch), and at a variety of scales (from flyers and posters to building facades); *and/or*
- advise projects on suitable graphic design methods and tools that will most appropriately communicate their activities, achievements and legacy to a range of different stakeholders, including advice on suitable online/offline formats and costs; *and/or*
- support projects and build their internal capacity to produce marketing materials which clearly communicate their USP(s) and the broader positioning of the project, where applicable liaising with the GLA and borough partners to meet branding requirements.



### **Lot 11. Digital Strategy & Enabling**

- write technical briefs to commission the development of web platforms; build or modify websites and apps associated with projects, ensuring user-friendly content management, public interface, and appropriate functionality (e.g. maps, events calendar, social media feed, photo gallery, searchable business directory) to promote project announcements, activities, services and events; *and/or*
- co-ordinate and/or support digital strategy development including data collection, review and mapping, and baselining existing provision and assets; *and/or*
- help accelerate investment in London's digital infrastructure and capacity to support the Mayor's priorities and statutory responsibilities, and the remit and objectives Mayor's Regeneration team.

### **Lot 12. Markets**

- assess demand for new markets (including indoor, outdoor, regular and seasonal) and assess suitability of different models and offers; develop, promote, trial and evaluate new markets; secure necessary equipment and permissions; install utilities to enable regular markets; identify need for improvement of existing markets; work with market operators to promote, trial and evaluate new models or offers; and plan for on-going management.

### **Lot 13. Built Design**

- support projects to improve elements of the built environment such as shop fronts and signage; scope and advise on the implementation of built design interventions which are impactful, robust and deliverable given available resources, physical conditions, policy context, and the desires of property owners and tenants.

### **Lot 14. Architecture**

- write briefs and/or commission and/or advise on the procurement of consultants and contractors to develop, design, detail and deliver built improvements that add to and reveal the uniqueness of a project, place, business or building.

### **Lot 15. Property Development Advice**

- support projects with property development issues including leases, tenancies, landlords, property law, planning policy and applications, permitted development rights, Section 106 agreements, viability, BREEAM and LEED advice, Cleantech, Code for Sustainable Homes; *and/or*

- advise community groups on the research, production, consultation, ratification by referendum and formal adoption of a Neighbourhood Plan.

#### **Lot 16. Skills and Employability Support**

- support project partners from the public, private and third sectors (including community interest companies, social enterprises and SMEs) to develop employment and skills delivery programmes for Londoners which reflect changes to commissioning processes in recent years (e.g. building and managing consortiums; facilitating and managing partnerships and supply chains; planning and delivering outcome payment models; building and understanding SLAs and fair working practices with prime providers; acceptable risk taking/assessment and management); *and/or*
- support project partners to develop exit strategies skills that ensure organisational sustainability when project funding ends; *and/or*
- support project partners to develop peer-to-peer networking, good practice development/sharing, and improved co-ordination in the provision and planning of provider services (geographically, by target group and by sector); *and/or*
- support project partners to build long-term, mutually beneficial relationships with employers and to engage and work with them effectively on a long-term basis, including through mentoring; *and/or*
- support project partners to improve frontline services in employment, skills and training through guidance, tailored support and the promotion of best practice (e.g. progression into more senior jobs and/or higher education and/or further training, awareness of and links to other training and employment provision, specialist support services, evidence of sustained outcomes at 26 and 52 weeks, personalisation of support services, continuity of service for vulnerable participants, improved participant feedback etc.)

#### **4.2. Evaluation**

Complete online evaluation form up to two times during the commission, providing feedback on the perceived impact of SAT and ways in which to improve its operation.

#### **4.3. Meetings and presentations**

Optional: attend the launch of the new funding programme on 31st October at London Fire Brigade, 169 Union Street, SE1 0LL.

If requested, present skills and experience at Events hosted by the Mayor's Regeneration team for the benefit of delivery partners.

## 5. TIMETABLE

Tender issue	8 <sup>th</sup> September
Tenders submission due	3 <sup>rd</sup> October
Notification to successful consultants	21 <sup>st</sup> October
New programme launch + inception surgery	31 <sup>st</sup> October
Anticipated completion 2020	31 <sup>st</sup> October

## 6. SUBMISSION REQUIREMENTS

Please provide the following information in your tender submission. **A separate tender submission is required for each lot.** Incomplete submissions will not be eligible for evaluation. Tenders should be submitted via the eTendering portal no later than **11:00 Monday 03rd October 2016.**

### 6.1. Basic information

- a. Lot selection via matrix document
- b. Full name of the consultant who will be providing SAT support.

(NB The name of this individual will be provided in the SAT Menu available to delivery partners. In all but extenuating circumstances, the named consultant should carry out SAT support.)

- c. Title/position in organisation
- d. Telephone number
- e. Email

## 6.2. Relevant experience

- a. Describe the relevant experience of the consultant and organisation in delivering the services that meet the requirements of the selected lot (as set out in section III.1) in no more than **120 words**. If appointed, this text will be published in the SAT menu.

(NB In section III.1 activities within lots that require unique skillsets are separated by 'and/or'. When submitting tenders, consultants should evidence experience of **at least one** skillset.)

- b. Provide **three examples** of previous work demonstrating relevant experience in delivering the services that meet the requirements of the selected lot (as set out in section III.1). **One side A4 per example**, include **client name, project budget, start/end date, specific role of consultant**.
- c. Provide up to **five** high resolution **jpeg** images (minimum **300 dpi**) in a **zipped folder** illustrating the relevant work of the consultant and organisation. Please **include captions** in a Word or PDF document. If appointed, select images will be published in the SAT menu.

## 6.3. Approach

Describe the support that the consultant and organisation can provide to prospective and current delivery partners in no more than **120 words**. If appointed, this text will be published in the SAT menu.

## 6.4. Quotation

Provide **half-day** rate (for a named consultant suitably qualified, skilled and experienced for work in the lot(s) you are applying for). Quoted rates include all expenses, travel and evaluation requirements. (NB Only one rate should be provided.)

## 7. AVAILABILITY

- a. The duration of appointment will be 4 years, with a 2-year break clause at the discretion of the Mayor's Regeneration team.
- b. All SAT sessions will be coordinated and approved by the GLA on an ad hoc basis in response to project needs. To arrange a SAT session for a project delivery partner, all panel appointees within the relevant lot(s) of expertise will receive an email including a mini-brief and inviting entries into a mini-competition for the session(s) as described above.

- c. In circumstances where sessions are required urgently, entry to the mini-competition to call off from the SAT panel may be time-limited and/or judged primarily on availability.

## **8. SELECTION CRITERIA**

Selection will be based upon the responses provided to the tasks above. The selection panel, formed of GLA Regeneration Team officers and TfL Commercial staff, will be responsible for evaluating submissions in accordance with section 6 of the ITT.

Selection will be based on assessing the best value for money tender under the following criteria:

- Relevant experience 45%
- Approach 25%
- Price 30%

Only the 5 top high scoring bidders will be awarded a position on the panel. In any event It is intended that only organisations scoring 70% and above will be considered for a place on the framework.