**Royal Borough of Kensington and Chelsea Tender Instructions and Specification**

**Earl’s Court Business Forum**

**The Royal Borough of Kensington and Chelsea is inviting proposals from suppliers with direct experience of working with businesses and business forums across a wide variety of sectors in one geographical area. These could include but are not limited to:**

* Community Engagement organisations
* Public relations and marketing organisations
* Town centre management operators/consultants
* Business Improvement District operators /consultants
* Local Chambers of Commerce
* Local Trade and Industry bodies
* Collaborative bids between several partner organisations

The Council is seeking to work with an organisation to develop and deliver:

* One voice’ for the local business community, including those businesses affected by the closure of the Exhibition Centres to enable the development of a shared local approach in responding to the challenges and opportunities;

* A range of initiatives, in the Earl’s Court area, which will enhance the area’s competitiveness and ensure businesses are fit to compete in the face of local and global changes to the trading environment.

Revenue funds of up to £140,000, over a 36-month period are available, as part of the s106 planning contributions from the developer. There will be an initial grant agreement period of 12 months, and two 12-month consecutive grant agreements if the organisation successfully meets targets set in the first 12 months.

* 1. **Introduction**
  2. The redevelopment of the Earl’s Court Opportunity Area is expected to transform the site into a vibrant new neighbourhood over the next couple of decades. It will create thousands of much needed new homes and jobs, as well as state-of-the art health, education, cultural and community facilities, improved transport infrastructure and innovative open spaces.
  3. Given the scale, scope and length of development, it is important that the Council and the developer CapCo can communicate and work with local businesses. In addition, current macro-economic factors also pose challenges for businesses and this initiative is expected to work towards supporting businesses address these challenges effectively.
  4. In the short term, closure of the Exhibition Centres has reduced trade for the shops and hotels in Earl’s Court but there will be an opportunity for businesses that serviced visitors on event days to adapt to engage with the construction workforce as new customers, in addition to the new residents as the development progresses.
  5. A survey of the businesses in the area concluded that local businesses are favourably inclined towards the development and the opportunities it brings. The key recommendation is that businesses want communications that are consistent and timely, and to be made aware of all the upcoming opportunities.
  6. As a result, the Council is seeking to work with an organisation to develop and deliver:
* One voice’ for the local business community, including those businesses affected by the closure of the Exhibition Centres to enable the development of a shared local approach in responding to the challenges and opportunities;
* A range of initiatives, in the Earl’s Court area, which will enhance the area’s competitiveness and ensure businesses are fit to compete in the face of local and global changes to the trading environment.
  1. The client group will be businesses operating in the Earl’s Court ward and adjoining Kensington and Chelsea wards, and areas where there is most likely to be a direct impact on business performance as a result of the Earl’s Court development.
  2. There are existing local business groups and relevant stakeholders which the successful provider will be expected to engage with and involve in every step of the process.
  3. Revenue funds of up to £140,000 are available over a 36-month period as part of the section 106 (s106) planning contributions from the developer. There will be an initial grant agreement period of 12 months, and two 12-month consecutive grant agreements if the organisation successfully meets targets set in the first 12 months. The suggested funding split is provided in Table 1 in section 4 of this specification.

1. **Background**

2.1 The Earl’s Court Local Employment and Business Strategy sets out the vision and ambition of the s106 planning agreement between the land developers and the two local councils, namely to align social and economic growth and development, with the overall physical Masterplan for the redevelopment. An extract from the strategy, relating to the business ambitions is provided below.

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| **Business Growth & Sustainability Objective**   * To engage and assist the local business community and help open up tendering and other commercial opportunities * To engage other businesses in the boroughs and help open up tendering and other commercial opportunities |
| **Initial Priorities**   * Engagement of businesses affected by a change in trade and/or construction disruption * Business communication plan developed and delivered. * Provide a mechanism through which businesses can benefit from supply chain opportunities |
| **Measurable Outcomes**   * Identification and engagement with appropriate business forums and trader groups. * Establishment of supply chain arrangements * Proportion of total contracts going to local businesses through the Earl’s Court Development (a target of 10%) * At least 1 large scale Meet the Buyer event (50+ impact area businesses attending) per year * Number of businesses signed up to receive or businesses accessing development related communications per year * Number of impact area residents and businesses receiving enterprise development support per year |

2.2 The actions and activities in the Delivery Plan seek to progress the Strategy’s

key objectives, priorities and outcomes for businesses. The table below

summarises the opportunities and challenges local businesses may face and

the Royal Borough of Kensington and Chelsea would look for the bidder to

address these in their responses.

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| Challenges | Opportunities |
| **Closure of the Earl’s Court Exhibition Centre:** This has begun to affect businesses that benefited from trade during exhibition events or from the reputation and proximity to the exhibition centre.  **Macro-economic factors** | **New Homes and Businesses:** The redevelopment of Earl’s Court will create opportunities for local businesses to benefit from increased spend, footfall and new business networks and synergies.  The relocation of exhibition activity has seen 83% of the value of shows transferred to Olympia, raising with it consequential opportunities for supporting trade in the surrounding area. The benefit of this may not be felt by all businesses who previously benefited from the presence of the exhibition centre. Other proactive approaches to sustaining and improving trade must therefore be envisaged and delivered. |
| **Disruption During Demolition and Construction:** Managing impact in terms of noise; air quality; accessibility (road closures); transportation of large plant and equipment; staff travel to work; good deliveries. | **Serving Construction Activity:** Local businesses that served visitors on event days can adapt to engage with the construction workforce as new customers. |
| **Perception that the area is closed for business:** The loss of the exhibition centre as a focal visitor attraction. | **Meanwhile short-let and pop-up opportunities to include:** Retail, office and semi-industrial space. Local cultural events and reinforcing links and proximity to wider visitor attractions, including opportunities such as the Design Museum’s move to High Street Kensington. |

1. **The Proposal**
   1. We wish to see bids from suppliers who can apply their experience and understanding of the needs of Earl’s Court businesses to provide effective local support and engagement.
   2. The Contract Award Criteria are set out in Table 4 below. In their responses to award criterion 2.2.2 bidders are invited to demonstrate clear understanding of local needs and define how they will best serve the Earl’s Court business community showing how their proposal is:

**Effective**

* Understands and responds to local needs.
* Will develop a business plan which sets out its mission, a clear strategy and priority areas, developed in consultation with its members.
* Is able to attract and retain members who are supportive, in spirit and in practical terms, of the Forum’s development.
* Has an effective mechanism for consulting members in order to have an ongoing understanding of their views.
* Is properly resourced.
* Will develop a plan for long-term sustainability through income generation, e.g. from members' subscriptions and from sales of services to members, and to others.

**Legitimate**

* Representative of the full range of sectors, sizes and businesses found in Earl’s Court.
* Governing structure includes a diverse range of representatives.
* Meets sufficiently regularly to direct strategy and action.
* Is responsive to members’ views.

**Progressive**

* Promotes collaboration between members.
* Able to form effective links with other bodies (e.g. CapCo, local business groups, Royal Borough of Kensington and Chelsea, Transport for London, Greater London Authority), to ensure initiatives are delivered to its members in the most effective manner.
* Adopts best practice in quality assurance, financial management and control.
* Prepared to work with non-members where appropriate and co-operates with other associations on matters of joint concern.
* Able to provide added value, including additional social and economic value.

**Competent**

* Initiates and co-ordinates relevant actions.
* Sets out how the forum will communicate effectively. Acts as a focal

point for consultations, communication and feedback from local

businesses.

* Provides information advice and guidance to small businesses on local activity that will impact positively or negatively on their trading ability.
* Seeks out information relevant to members, arranges briefings/conferences for members on key issues that affect them.
* Generates adequate information on members and their concerns for sharing with local stakeholders.
* Mounts promotional events as part of raising the profile of Earl’s Court and promotes a positive public image of Earl’s Court and the business community.

1. **Costs and Deliverables**
   1. We expect the service to monitor and report on its activities monthly with a quarterly review, an annual report and a final report at end of the three years.
   2. The maximum funding available is £140,000 over 36 months. Bidders are invited to submit costs for their proposals up to the maximum funding available, providing annual breakdowns of staff costs, running costs and other costs.
   3. The maximum amount for year 1 and proposed annual amounts for year 2 and 3 have been indicated in Table 1 below. The assumption is that major business support activity – events, programmes – will occur in Year 2 and 3.
   4. Deliverables in Table 2 are therefore expected to show a similar trend.

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| **Table 1 Funding split** | |
| **Year 1** | maximum £30,000. There will be a break clause at the end of Year 1 |
| **Year 2** | £45,000. There will be a break clause at the end of Year 2 |
| **Year 3** | £65,000 |

In response to Award Criterion 2.2.3, please complete the table below by saying how you will deliver the minimum deliverables and what additional ones you will focus on.

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| **Table 2 Deliverables** |
| Bidders are expected to specify ambitious but realistic outputs and outcomes that they can deliver within the time and budget specified.  Below are the minimum deliverables expected and bidders are expected to build upon these in their proposals. |
| **Deliverables for the whole 36-month period of the tender**  **Deliverables for the first 12-month period are in red. Deliverables for future years to be agreed during the first 12 months of the contract.** |
| **Challenges identified**   * Priorities identified, agreed with stakeholders, and plans to tackle key challenges. * Cover a wide range of issues, including business engagement, running costs, collaboration. |
| **Constitution**   * A representative forum with appropriate governance established and supported. * Forum’s remit and operational terms agreed and promoted. |
| **Engagement**   * Area of impact defined. There are approximately 1,000 businesses in the Royal Borough of Kensington and Chelsea located close to the development site. * Key stakeholders and existing local business groups, forums, partnerships and networks within the area of impact identified and engaged. * Demonstrable positive and regular engagement with the developer, their suppliers and relevant local authority officers. * Number of local businesses engaged. * Demonstrable engagement with all sectors represented in this area. |
| **Communications**   * Tailored communications developed and delivered to specific groups, especially independent businesses, and those in the retail, hospitality, accommodation and food sectors. * Innovative consultation and engagement undertaken showing comprehensive use of social media activity. * Regular and effective communication channels with businesses set up using sector specific approaches as appropriate, website, newsletters and social media to include transport and planning updates that cover site-traffic and any disruption to local businesses in association with the Developer and the Local Authority. * Communications to be published and distributed regularly to businesses on topics of interest and relevance. * Input into relevant communications by the Developer and the Local Authority. |
| **Support initiatives**   * Effective links with all Earl’s Court related and the Royal Borough of Kensington and Chelsea specific business support initiatives established. * Additionality to existing initiatives and provision evidenced. * Initiatives designed and delivered to support businesses with priorities and challenges identified. |
| **Monitoring business health**   * Undertake consultations and surveys to monitor economic health and well-being of local businesses, and ensure activities are developed to support this. |
| **Way forward**   * Practical and deliverable plan to build and maintain a sustainable business voice for the area. * Provision of a forward plan identifying activities and programmes for the next period. * Plan for future programme implementation, monitoring, governance and sustainability of the Forum. |

1. **Management**
   1. Project management role – Successful Bidder
   2. The successful bidder will be expected to appoint a Project Manager, who will be the contact throughout the period of delivery, be responsible for the overall management of the project and the delivery and quality of outputs within the agreed timescale and budget.
   3. Project management role – The Royal Borough of Kensington and Chelsea Economic Development Team.
   4. The Royal Borough of Kensington and Chelsea will be the contracting authority and the Economic Development Team will commission and manage the project. For day-to-day project management of the contract, the principle contact and contract manager within the Royal Borough of Kensington and Chelsea will be:

**Antonia Hollingsworth**

**Business Initiatives Officer**

**Economic Development Team**

**Kensington Town Hall**

**Hornton Street**

**London W8 7NX**

**Tel: 020 7361 3355**

**Email: antonia.hollingsworth@rbkc.gov.uk**

1. **Reporting Requirements**
   1. The successful bidder shall keep appropriate written records to show how they are complying with their proposal and will be expected to provide:

* a fully completed monitoring form on a quarterly basis within seven days of the last day of each period;
* any further information which is required to enable the Council to satisfy the conditions of the agreement; and
* an annual report, and the audited or independently examined accounts of the of the appointed organisation in relation to this agreement.

1. **Evaluation of Proposals**
   1. This procurement will be executed though the Council’s electronic procurement portal, capitalEsourcing. There are three electronic envelopes. The Qualification Envelope contains a number of questions that you must answer and a number of forms that you must download, complete and upload. The Technical Envelope contains the quality award criteria which are set out below. The Commercial Envelope invites you to submit the cost of your proposals together with a spreadsheet showing the annual breakdown of costs relating to staff, overheads and other costs.
   2. Your responses to the quality award criteria will be evaluated according to the method set out below. Your responses in the Commercial Envelope will be evaluated on the basis that the lowest cost will receive the highest marks with other bids being awarded fewer marks in direct proportion to the amount by which they exceed the lowest price. Note that the funding available is capped (please refer to paragraph 4) so the overall weightings are biased towards quality (80%) with the overall weighting for Price(cost) being 20%.
   3. The quality contract award criteria and sub-criteria and the Scoring matrix are set out below.
   4. Your responses to the questions relating to the Award Criteria will be scored using the scoring mechanism below (Table 3), and then weighted in accordance with the weightings listed (Table 4) before the overall weighting for quality (80%) is applied.
   5. Your quality score will be added to your commercial score to produce a total final score.

**Table 3**

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| **Score** | **Rating** | **Criteria For Awarding Score** |
| 0 | Unacceptable (fail) | The information is omitted/no details provided, or irrelevant answer provided |
| 1 | Poor (fail) | The Authority has serious reservations that the supplier understands the requirement in the question. The proposal provides very limited evidence and assurance that the relevant aspect of the service would be delivered to the expected standard and there are serious doubts about aspects of the response. |
| 2 | Fair | The submission is superficial and generic in its scope. The Authority has some reservations that the supplier understands the requirement in the question. The proposal provides some limited evidence and assurance that the relevant aspect of the service or requirement would be delivered to a satisfactory standard. |
| 3 | Satisfactory | The Authority is reasonably confident that the supplier understands the requirement in the question and the proposal provides some satisfactory evidence and assurance that the relevant aspect of the service or requirement would be delivered to a satisfactory standard. |
| 4 | Good | The submission is robust and well documented. The Authority is confidentthat the supplier understands the requirement in the question and the proposal provides good evidence and assurance that the relevant aspect of the service or requirement would be delivered to a good standard. |
| 5 | Excellent | The proposal is innovative and adds value. The Authority is completely confident that the supplier understands the requirement in the question and the proposal provides very good evidence and assurance that the relevant aspects of the service or requirement would be delivered to an excellent standard. |

**Table 4: Technical (Quality) Award Criteria - Overall Weighting: 80%**

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| **Section** | **Question** | | **Value of question to overall score, after weighting** |
| **Experience** | | |  |
| 2.1.1 | Please list any business forums that are being or have been managed by your organisation and explain your role and the outcomes achieved.  Please also indicate any knowledge of and involvement in the Earl’s Court and the wider local area. | Please provide the following information: Name of forum: Address: Dates of your involvement, to/from:  Your role:  Outcomes: | **5 %** |
| 2.1.2 | Details of your experience of place management and business engagement, with particular reference to the high street/retail/leisure industry | Please provide information on the extent of your place management experience .  This may include, but not be limited to, mentoring, marketing and communications, networking, and workshops.   Please also provide details of the effectiveness of this support. | **7 %** |
| 2.1.3 | Details of the project delivery team and their suitability to deliver your proposal. | Please detail the roles and experience of the management team who will oversee the delivery of this project and provide CVs containing relevant experience.  If the management team is to be recruited, then please provide job descriptions and person specifications. | **8 %** |
| **Section Total** | | | **20 %** |
| **Your proposal (please refer to paragraph 3.1 and Table 2 above)** | | |  |
| 2.2.1 | Outline your proposal and provide evidence that you understand the brief. | Please set out your approach and demonstrate your understanding of the brief. Highlight key challenges that will need to be addressed in order to achieve project outcomes. | **10 %** |
| 2.2.2 | Demonstrate clear understanding of local needs and define how you will best serve the Earl’s Court business community showing how your proposal is effective, legitimate, progressive and competent as specified in 3.1. | Address all the points outlined in section 3.1. | **10 %** |
| 2.2.3 | The operational model you intend to adopt to deliver a fully representative Earl’s Court Business Forum. | Please set out the model that you intend to deploy to achieve an integrated, inclusive and clear voice for businesses in the Earl’s Court area.  Set out how the forum will work, what its remit should be, and what activities it should undertake referring to Table 2 above and the expected deliverables outlined. | **10 %** |
| 2.2.4 | Achievement of local economic development outcomes. | Please set out how the Forum will be used to deliver local growth and enterprise outcomes; the services and growth orientated activities that will be delivered; links to wider initiatives and ways in which you will add greater value to this initiative. | **10 %** |
| **Section Total** | | | **40 %** |
| **Viability** | | |  |
| 2.3.1 | Project Management | Please set out the project management plan from award to launch and over year one of operation. This should include a project implementation timetable, with defined and realistic milestones and deliverables as set out in section 4.3 Table 2 above. | **10 %** |
| 2.3.2 | Operational Plan | Please set out the staffing and management requirements relevant to the day-to-day running of the Forum and all other operational requirements relevant to your proposal. | **10 %** |
| 2.3.3 | Project Finances | Please set out the project costs, including a detailed cost breakdown for each year. The total amount of funding available is £140,000 over 36 months. Please refer to section 4 Table 1. | **15 %** |
| 2.3.4 | Risk Assessment | Please set out a risk and issue register for the proposal. | **5 %** |
| **Section Total** | | | **40 %** |
|  |  | **TOTAL SCORE** |  |
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* 1. A shortlist of the two highest scoring bids may be invited to clarification meeting/interview with the selection panel. Remaining bidders will be eliminated from the process and informed of this decision. If clarification meetings/interviews are conducted, they will focus on gaining a better understanding of the written submissions, which may then lead to a moderation of scores.
  2. The award of contract will be subject to verification of the accuracy of the information you provide in the Qualification Envelope.

1. **Implementation Timetable**
   1. The timetable for the bidding process is detailed below:

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| **Date** | **Activity** |
| By 11 January 2019 | Advert published |
| 9 February 2019 (10 days before closing) | Clarification Deadline |
| By 12 February 2019 (as questions arrive and no later than a week before closing) | Clarification Response Deadline |
| 19 February 2019 | Tender Return Deadline |
| 5 March 2019 | Evaluation Deadline |
| w/c 11 March 2019 if needed | Clarification meetings/interviews |
| A week after clarification | Appointment Approval by Lead Member |
| By April 2019 | Contract Award |
| By April 2019 | Contract Start |

1. **Summary of Attachments**

The following two documents are in the Attachments Area on capitalEsouricing and in the Qualification Envelope:

* 1. Earls Court Local Employment and Business Strategy (LEBS)
  2. Earl’s Court Business Survey

These link provide additional, useful information:

* 1. Links to ‘My Earls Court’ website: <https://www.myearlscourt.com/>

1. **Questions or Clarifications**
   1. Any questions about this procurement should be submitted in writing via the capitalEsourcing portal, via the 'Messages' tab. Suppliers must clearly indicate, when submitting a question, which (if any) part of their question they view as confidential and applicable only to the supplier submitting the question.
   2. If the Authority does not agree that the question is confidential and applicable only to the supplier, the supplier will be given the right to withdraw the question without it being answered.
   3. The closing date for clarification questions is in the timetable above.