



Department for Levelling Up, Housing & Communities

Pre-Tender Market Engagement

Windrush Day Grant Scheme CPD4124105

Authority: Department for Levelling Up, Housing and Communities (DLUHC) (“the Authority”).

Date Response required: 12pm Wednesday 31 August 2022

1 PURPOSE

- 1.1 This Pre-Tender Market Engagement (PTME) seeks information in preparation for the potential procurement of a Supplier (from herein referred to as a “**Potential Supplier**”) to deliver the Windrush Day Grant Scheme. The purpose of this PTME is to:
 - 1.1.1 help define the requirement;
 - 1.1.2 help provide a better understanding of the feasibility of the requirement;
 - 1.1.3 understand the best approach;
 - 1.1.4 understand the capacity of the market to deliver and possible risks involved; and
 - 1.1.5 provide the market with an opportunity to ask questions, raise queries and any issues to be addressed at an early stage.
 - 1.1.6 gain an indication of the level of interest;
 - 1.1.7 gain an indication of the experience of the potential suppliers expressing an interest;
 - 1.1.8 determine the likelihood of potential suppliers being able to meet the delivery timescales required by the Authority.
- 1.2 The Authority shall maintain commercial confidentiality of information received during the PTME.

2 INTRODUCTION

- 2.1 A national Windrush Day was announced by Government in 2018 to take place on 22 June every year, encouraging communities across England to celebrate the contribution of the Windrush generation and their descendants. National Windrush Day, alongside the Windrush Day Grant Scheme, has formed a part of the Government’s commitment to level up opportunity across diverse communities, help build greater trust in public services and forge a greater sense of belonging. The scheme has been led by the Department for Levelling Up, Housing and Communities (DLUHC).
- 2.2 Four Windrush Day Grant Schemes have been delivered since 2019. The 2023 iteration of the scheme will coincide with the 75th anniversary of the arrival of the Empire Windrush to the UK. High-profile names, including actor Sir Lenny Henry and poet Benjamin Zephaniah have already called for next year's Windrush Day to be a "major national moment" to mark the 75th anniversary celebrations.
- 2.3 Grant funded projects to date have included public celebrations, projects developing the educational and entrepreneurial skills of young people, culturally relevant education and community activities, the collation and opening of culturally relevant archives.

Background to the requirement

- 2.4 We intend to procure for a potential supplier to fully deliver the Windrush Day Grant Scheme (WDGS) over a 3-year contract, which would include 2 years of match-funding

with DLUHC. Bidders will need to outline what they will achieve with the funding in-line with the broad aims and objectives of the scheme. We are looking for a potential supplier to deliver each year of the prospective contract as follows:

- 2.4.1 The first year (WDGS 23) would consist of a £1million funding pot, with DLUHC and the delivery partner each providing £500,000 in grant funding and up to a cap of £70,000 each in administration costs.
 - 2.4.2 The second year (WDGS 24) would consist of a £500,000 funding pot, with DLUHC and the delivery partner each providing £250,000 in grant funding and up to a cap of £35,000 each in administration costs.
 - 2.4.3 The third year of the scheme (WDGS 2025) would be independently delivered by the delivery partner or consortium without government funding, with a minimum funding pot of £250,000 contributed fully by the delivery partner or consortium. The delivery partner or consortium would be contracted to have the flexibility to deliver WDGS 2025 independently, provided that they successfully evaluate and build on the previous two schemes (WDGS 23 and 24), continue to engage with community stakeholders and continue to implement robust due diligence processes to ensure public funding is not misused. They may also wish to seek additional funding partners on top of the £250,000 contribution.
- 2.5 The potential supplier would also be responsible for taking over the management of the [Windrush Legacy Website](#) from 31 March 2023. This website documents the Windrush Day Grant Scheme projects from previous years. The Potential Supplier will be required to take over the existing website, rather than developing a new one. The website can also be accessed via QR code on the dedication panels at the Windrush Monument at Waterloo station, so it is essential that the website continues to be hosted. This will include:
- 2.5.1 Hosting Management - Managing the hosting platform and ensuring it operates efficiently for the implemented web application.
 - 2.5.2 Backup Management - Management of the on and off-site backups, confirming integrity and ability to restore data.
 - 2.5.3 Application Monitoring - Detailed system uptime and application monitoring using externally managed platform.
 - 2.5.4 Vulnerability Management - Monthly vulnerability assessments and renumeration of high-medium risks.

3 HIGH LEVEL OUTLINE PROJECT OUTCOMES REQUIRED

Outcomes of the scheme

- 3.1 Once the new potential supplier takes over the full delivery and match-funding contract of the scheme, projects which are successful in securing grant funding would focus primarily on one of the overarching aims of the scheme:
 - 3.1.1 To educate people about the Windrush story, seeking to build awareness of historical facts and deepen understanding about the Windrush Generation and their descendants. This includes the pioneers who arrived on the MV Empire Windrush in 1948, and those who came on vessels and planes in the decades afterwards.
 - 3.1.2 Foster a greater sense of pride for the contributions made by British Caribbean communities to UK society, and amongst the wider public. The Windrush

generation and their descendants have contributed a great deal to society over more than seven decades. The scheme invites proposals for projects that proactively support and encourage people from different backgrounds to embrace this aspect of our shared history.

- 3.1.3 To develop the educational and entrepreneurial skills of young people. To inspire a next generation of young leaders to learn new skills and encourage them to pursue their i aspirations and contribute to the social capital of British society.
- 3.1.4 To celebrate and recognise the contribution that the Windrush generation and wider British Caribbean communities have made to Britain. Next Year (2023) marks the 75th Anniversary of the arrival of the MV Empire Windrush.
- 3.2 In addition to one of the overarching aims, all grant funded projects must seek to:
 - 3.2.1 Build community cohesion between people of different age groups and ethnic backgrounds and across all regions of the country. Projects should encourage communities to work together across generational and social divides. The Windrush generation and their descendants live and work in communities around our country, and events and activities should engage with them, as well as with those from different age groups and ethnic backgrounds.
 - 3.2.2 Be community-led and have a positive social impact. We want projects to be developed by, or with, the British Caribbean community, and for organisations to carefully consider how the project will create a positive social impact in their local area, helping to galvanise communities to work together to embrace positive aspects of their shared identity, or provide a legacy for young people.

Administration outcomes

- 3.3 We are looking for the supplier under this contract to deliver the following objectives:
 - 3.3.1 To provide funding for the Grant Scheme, as outlined in 2.4
 - 3.3.2 To work with community stakeholders to develop the guidance for applicants and assessment criteria for the Windrush Day Grant Scheme. These should take into account the scheme's high-level objectives alongside social impact, value for money and plans for project evaluation and monitoring.
 - 3.3.3 To launch the Windrush Day Grant Scheme 2023 for applications by 1 December 2022.
 - 3.3.4 To promote the Windrush Day Grant Scheme amongst relevant and eligible organisations through, for example, publication on social media channels and other relevant online platforms and newsletters, encouraging them to submit applications to the scheme.
 - 3.3.5 To host and run at least five bidder days in locations around the country and/or online, to promote the Windrush Day Grant Scheme and address questions from potential applicants.

- 3.3.6 To assess all applications to the Windrush Day Grant Scheme against a scoring criteria. The supplier is at liberty to decide how exactly to score, i.e. via a RAG rating, out of 10 etc.
- 3.3.7 To provide a comprehensive set of documents for stakeholders prior to the moderation meeting/s. As a minimum, this should include: a scoring breakdown of all eligible bids, a shortlist of the highest scoring bids, a longer list of marginal bids, and a spreadsheet that invites stakeholders to share their views on the shortlist.
- 3.3.8 To ensure all successful Windrush Day Grant Scheme projects funded do not engage in political or extremist activity, do not promote partisan political views, and provide value for money. Political activity is any activity that aims to promote or oppose a change in the law or Government policy. Political views are those expressed with a political purpose, such as to further the interests of a particular partisan group, change the law or change government policy. This could be on a wide range of matters such as economic and social issues at a local, national, or international level. This includes actions or behaviours that seek to undermine fundamental British values, or promote beliefs that seek to divide society based on protected characteristics.
- 3.3.9 To conduct financial due diligence checks on shortlisted organisations. DLUHC will carry out additional due diligence checks on all shortlisted organisations for potential links to extremism. .
- 3.3.10 To notify unsuccessful and successful applicants of the outcome of their application. While the supplier will not be expected to provide comprehensive feedback to unsuccessful applicants, each response should provide a brief overview of areas in which their applications could have been improved.
- 3.3.11 To disburse funding alongside a grant funding agreement to successful applicants.
- 3.3.12 To work with successful organisations to closely monitor and report on project delivery against intended outcomes.

4 OUTPUTS/DELIVERABLES

- 4.1 The Authority intends for the scheme to be fully delivered by the potential supplier across five phases for the Windrush Day Grant Scheme 2023 and 2024:

Phase 1 - Preparation (Pre-Application Window) (November)

- 4.2 To create applicant assessment guidance, eligibility criteria and scoring and assessment criteria documents. DLUHC assets from previous schemes can be shared with the potential supplier upon being granted the tender award. The potential supplier will be under no obligation to use these assets.
- 4.3 To have a consultation meeting with DLUHC to establish a joint understanding of the ongoing due diligence expectations to ensure joint measures are in place to ensure projects funded under the scheme are politically impartial and do not promote partisan political views as set out in 3.3.8
- 4.4 To design eligibility and assessment criteria following consultation meeting with the community stakeholders/governance panel.

- 4.5 To establish a community stakeholder group, consisting of representatives of British Caribbean communities to support the assessment of the grant scheme's bids and advise on projects to be funded. Final clearance on funding will be from the contracting authority (DLUHC) after taking advice from the supplier and community representatives. Due diligence checks will need to be carried out on the representatives. The stakeholder group will have an advisory function with ultimate decision-making power resting with HMG and Ministers.
- 4.6 To begin the design of a robust data collection process for grant funded projects as part of the delivery of this project.

Phase 2 - Promotion (during application window) (December/January)

- 4.7 To publish the scheme in communities across the country, particularly in areas with high British Caribbean population density.
- 4.8 Bidder days held in locations around the country.
- 4.9 Increased engagement with grassroots British Caribbean organisations to take part in the scheme, drawing on extensive local and regional networks.
- 4.10 All queries on the Windrush Day Grant Scheme are responded to.

Phase 3 - Assessment and Moderation (Post-Application Window) (end of January/Early February)

- 4.11 All applications filed and notifications of receipt delivered to all Windrush Day Grant Scheme applicants.
- 4.12 All applications assessed for eligibility against the agreed Windrush Day Grant Scheme Award criteria.
- 4.13 Full recommendations are established of how the funding should be distributed, including recommended funding amounts for the highest scoring projects.
- 4.14 Additional list of 'marginal' applications decided, which did not score highly enough to be recommended funding but could be considered as strong applications, along with a possible funding amount for each.
- 4.15 Assessment meetings to take place with the community stakeholder panel to advice the successful projects and their funding amounts. Final clearance on funding will be from the contracting authority (DLUHC) after taking advice from the supplier and community representatives.
- 4.16 To conduct financial due diligence checks on shortlisted organisations. DLUHC will carry out additional due diligence checks on shortlisted organisations for potential links to extremism.
- 4.17 All successful and unsuccessful applicants notified of the outcome of their application by early February each year.
- 4.18 In the lead up to Windrush Days 2023 and 2024, the supplier's comms team to work with DLUHC comms to further promote successful grant-funded projects and explore further publicity opportunities
- 4.19 For Windrush Days 2023 and 2024 (22 June) - to work with DLUHC comms to deliver joint comms activity to celebrate Windrush Day and successful projects.

Phase 4 - Grantee Project Support

- 4.20 All grantees offered advice on budgets and best practice, including connection with other projects operating in the same geographical region or sector.
- 4.21 The agreed Windrush Day Grant Scheme funding to be disbursed to all successful grantees on completion and receipt of grant funding agreements and subsequent financial due diligence checks. The supplier obtains assurances from successful grantees that no funds are used for political activity or to promote partisan political views.
- 4.22 All grantees demonstrate rigorous key performance indicators (KPIs). This data is used to measure and assess the performance and reach of projects.
- 4.23 All grantees provided with participant feedback and evaluation forms to report on project performance and delivery.
- 4.24 Compile a list of successful projects by theme, their regional location, agreed amounts of Departmental funding and match contributions.

Phase 5 - Evaluation (Post- Project Completion)

- 4.25 Compile feedback forms of successful applicants.
- 4.26 Interim report submitted by August each year based on the evaluation and monitoring of all grant funded projects, on the impact of individual projects and the impact of the Windrush Day Grant Scheme in relation to its objectives. Reports and feedback forms to be submitted during the quarterly review meetings with DLUHC.
- 4.27 Full scheme evaluation submitted by December each year.

Ongoing throughout all phases

- 4.28 To open and manage a mailbox for application forms and enquiries at phase 1. To then manage responses to external correspondence relating to the Windrush Day Grant Scheme from members of the public and interested organisations.
- 4.29 To give due regard to GDPR and to handle applications, and the information provided by applicants, appropriately.
- 4.30 To monitor the timely delivery of key milestones and manage issues that arise in relation to the delivery of the scheme as well as the delivery of projects.
- 4.31 To ensure that projects adhere to the outcomes of the scheme throughout the delivery process.
- 4.32 To have monthly review meetings with DLUHC across Windrush Day cycles 2023 and 2024.
- 4.33 To ensure that projects adhere to the key outcomes of the scheme throughout the delivery process.
- 4.34 To review the training and knowledge gaps required with training sessions on race, diversity, and equalities to be overseen by HMG.

Windrush Day Grant Scheme 2025

- 4.35 The potential supplier would be contracted to have the flexibility to deliver WDGS 2025 independently, provided that they successfully evaluate and build on the previous two

schemes (WDGS 23 and 24), continue to engage with community stakeholders and continue to implement due diligence processes to ensure funding is not misused or used for political means. They may also wish to seek additional funding partners on top of the £250,000 contribution.

- 4.36 At the end of WDGS cycle 2024, DLUHC will hold a transitional meeting with the potential supplier to hear how they plan to build on the previous two schemes (WDGS 23 and 24), as well as how they will continue to engage with community stakeholders and how they will continue to implement due diligence processes to ensure funding is not misused or used for political means.

Performance Measures/KPIs

- 4.37 The key performance measures that we are looking to include within our statement of requirements are:

#	Service Level Title	Service Level Description
1	4.37 Grant Applications	<p>4.37.1 That the following number of applications are received for each grant scheme:</p> <p>4.37.1.1 WDGS 2023: 400 – 600 applications</p> <p>4.37.1.2 WDGS 2024: 200 – 400 applications</p> <p>4.37.2 That 25% of applications are from organisations that have not previously applied for the Windrush Day Grant Scheme 2023 and 2024.</p>
2	4.38 Grant Application Assessments	<p>4.38.1 Grant assessments take place using the scoring and assessment criteria.</p> <p>4.38.2 Financial Due Diligence measures carried out. DLUHC to carry out additional due diligence checks.</p> <p>4.38.3 Assessment decisions made in conjunction with a community stakeholder panel by early February each year.</p>
3	4.39 Applicant support	<p>4.39.1 The potential supplier will work with projects to develop substantive key performance indicators (KPIs) based on application forms and funding differences. They will ensure that all KPIs are sufficiently aligned with the aims of the Windrush Day Grant Scheme.</p> <p>4.39.2 As grantees proceed with their activities. The potential supplier will maintain regular communication with them to ensure their KPIs are being met and to see whether any additional support or advice may be required.</p>
4	4.40 Management of the scheme	<p>4.40.1 The potential supplier will develop a risk register to identify which projects are struggling to deliver and any possible mitigations.</p> <p>4.40.2 The potential supplier will design the data collection processes to collect robust, reliable data that is consistent across projects</p> <p>4.40.3 The potential supplier will collect and analyse monitoring and evaluation forms submitted by the projects to generate findings on</p>

		<p>their impact and the impact of the scheme in relation to outcomes. Monitoring data will collect information on project outputs, while evaluation data will reflect the impact of projects</p> <p>4.40.4 The potential supplier will collate grant participant feedback forms from all projects and perform analysis.</p> <p>4.40.5 Windrush overall evaluation metrics would include at least the following:</p> <ul style="list-style-type: none"> 4.40.5.1 Total participants in grant funded events and activities; 4.40.5.2 Characteristics of participants; 4.40.5.3 Traction of key messaging on social media and other marketing routes 4.40.5.4 Pre and post surveys from a subset of projects to determine changes in the levels of understanding and change of attitude regarding tolerance of other groups.
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5 KEY DATES & TENDERING PROCESS

- 5.1 If it is decided this service is required, it is anticipated that a procurement may start within the next two months, with the contract to commence in November 2022. These indicative dates are for information purposes only. DLUHC reserve the right to amend these dates at any time, and Potential Suppliers rely on them entirely at their own risk.
- 5.2 The contract is expected to run for a period of three years.
- 5.3 The procurement approach will be finalised following the pre-tender market engagement.

6 RESPONSE

- 6.1 **Please respond by email to commercial@levellingup.gov.uk with the following by 12pm GMT Wednesday 31st August 2022 (the “Response Deadline”). Please provide an answer for each question, emailed as a single Word document as an email attachment. The Word document must be no more than ten pages in total.**
- 6.2 Is what the Authority asking for clear?
- 6.3 Is there anything here which is irrelevant, outdated or unnecessary?
- 6.4 What would the indicative administration cost be for this piece of work?
- 6.5 Would you be interested in bidding for this contract?
- 6.6 Is year 3 of the contract (WDGS 25) feasible for your organisation to take forward? If this is not feasible, what alternatives would you recommend?
- 6.7 Are you responding as part of a potential consortium, as a single bidder leading a consortium approach, or as a single bidder intending to deliver the whole service?
 - 6.7.1 If you would be leading a consortium approach, how would the service delivery requirements be shared across the partners?

- 6.7.2 Is the requirement deliverable by a single delivery partner / single delivery partner leading a consortium? If not, why not?
- 6.8 How would you look to deliver the required support to the grant funding applicants at phases 2 and 4, as well as during ongoing project delivery?
- 6.9 Are there any additional services you would recommend providing to support applicants in the development of their application and/or in the delivery of their project that we have not included? If so, would this be at an additional cost?
- 6.10 How many FTE staff do you think it would require to deliver a quality service?
- 6.11 Do you think the current budget is enough to deliver the WDGS website? What dependencies would there be for taking on a legacy system? And what functionality would it need to deliver?
- 6.12 Do you believe that 400 – 600 applications for WDGS 23 and 200 – 400 applications for WDGS 24 is a reasonable expectation for the number of applications received? Does this correspond with our objectives and for a successful delivery?
- 6.13 In terms of the Scheme's KPIs for WDGS 23 and 24, what proportion of applications do you think should be from new applicants that have not previously applied to the scheme?
- 6.14 At least 10% of the contract will have to be a direct contribution to social value policy outcomes (going beyond what the core delivery of the contract achieves). The Social Value Model sets out a range of themes. How would you maximise return on the two themes listed below? Do you think you could delivery other outcomes from the [Social Value Model](#)?
- 6.14.1 *Theme 5: Wellbeing, improve community integration (e.g. engaging with different parts of the community to leave a positive legacy for future generations)*
- 6.14.2 *Theme 2: Tacking Economic Inequality (e.g. employment and training opportunities in particular for under-represented groups)*
- 6.15 What do think would be the key risks in delivering this service?
- 6.16 Does your organisation operate in England only or UK wide? To note the scheme to date has only been delivered England wide.
- 6.17 What, if anything, has the Authority missed or overlooked in setting out their requirement?

7 QUESTIONS AND CLARIFICATIONS

- 7.1 Potential Suppliers may raise questions or seek clarification regarding any aspect of this PTME document at any time prior to the Response Deadline. Questions must be submitted by email to commercial@levellingup.gov.uk only and all emails should be titled with CPD4124105 WDGS PTME Clarification Questions.
- 7.2 To ensure that all Potential Suppliers have equal access to information regarding this PTME exercise, responses to questions raised by Potential Suppliers will be published in a "Questions and Answers" document, which will also be circulated by email, with updates appearing at regular intervals (approximately two to three working days).

- 7.3 Responses to questions will not identify the originator of the question.
- 7.4 If a Potential Supplier wishes to ask a question or seek clarification without the question and answer being revealed, then the Potential Supplier must state this in their email and provide its justification for withholding the question and any response. If the Authority does not consider that there is sufficient justification for withholding the question and the corresponding response, the Potential Supplier will be invited to decide whether:
- 7.4.1 the question/clarification and the response should in fact be published; or
 - 7.4.2 it wishes to withdraw the question/clarification.

8 GENERAL CONDITIONS

- 8.1 This PTME will help the Authority to refine the requirements and to understand the potential level of interest in the delivering requirements. It will also aid Potential Supplier's understanding of the requirements in advance of any formal competitive tender exercise.
- 8.2 The Authority reserves the right to change any information contained within this PTME at any time, and Potential Suppliers rely upon it entirely at their own risk.
- 8.3 The Authority reserves the right not to proceed with a competitive tender exercise after this PTME or to award any contract.
- 8.4 Any and all costs associated with the production of such a response to this PTME must be borne by the Potential Supplier.
- 8.5 Information contained within this document is confidential and must not be revealed to any third party without prior written consent from the Authority.
- 8.6 No down-selection of Potential Suppliers will take place as a consequence of any responses or interactions relating to this PTME.
- 8.7 The Authority expects that all responses to this PTME will be provided by Potential Suppliers in good faith to the best of their ability in the light of information available at the time of their response.
- 8.8 No information provided by a Potential Supplier in response to this PTME will be carried forward, used or acknowledged in any way for the purpose of evaluating the Potential Supplier, in any subsequent formal procurement process.