



Department for Levelling Up,
Housing & Communities

Pre-Tender Market Engagement

CPD4124263

Provision of Delivery Associate support for Local Authorities

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

Date Response required: 5PM (GMT) 23rd June 2023

1 PURPOSE

- 1.1 This Pre-Tender Market Engagement (PTME) seeks information in preparation for the potential procurement of a Supplier (from hereafter referred to as a “Potential Supplier”) to provide a network of experienced delivery experts to provide advice, troubleshooting and signposting to Local Authorities (LAs) delivering projects across DLUHC’s Levelling Up Fund, Towns Fund and Future High Streets Fund. The purpose of this PTME is to:
- i help define the requirement;
 - ii help provide a better understanding of the feasibility of the requirement;
 - iii understand the best approach;
 - iv understand the capacity of the market to deliver and possible risks involved;
 - v provide the market with an opportunity to ask questions, raise queries and to enable any issues to be addressed at an early stage.
 - vi Understand potential costs
- 1.2 The Authority shall maintain commercial confidentiality of information received during the PTME.

2 INTRODUCTION

- 2.1 The Department for Levelling Up, Housing and Communities is responsible for delivering funding of £4.8bn to Local Authorities through the Levelling Up Fund (LUF), which will support town centre and high street regeneration, local transport projects, and cultural and heritage assets. Other significant live programmes include the £3.6bn Towns Fund (which has funded Town Deals and the Future High Streets Fund competition). To maximise these investments, we are looking

to provide support to LAs delivering these capital programmes to ensure they have access to the right skills and experience to mitigate delivery issues.

- 2.2 We are looking to procure a service to establish a central technical support offer - a network of Delivery Associates (DA) (experienced delivery experts) - to troubleshoot delivery challenges and signpost LAs to the wider support offer available across government. This could include:
- 2.2.1 Conducting a deep dive into a specific project on behalf of the LA, to identify how/why delivery has slowed and support bringing the project back on track.
 - 2.2.2 Providing bespoke advice to an LA on their procurement and contract management, or advice requiring specific technical expertise not held within the LA (e.g. Construction, engineering, economic appraisal).
 - 2.2.3 Establishing peer networks and communities of practice between supported LAs, for dissemination of best practice.
 - 2.2.4 Signposting to other elements of support, for example bespoke cultural support delivered via cultural Arms-Length Bodies, specific training for project management, contract management).
- 2.3 Beyond being a point of contact, troubleshooting and signposting, DAs will also be experts in areas of relevance to support the delivery of capital projects, and will have capacity and experience to support projects with technical matters.

3 HIGH LEVEL PROJECT OUTCOMES REQUIRED

3.1 Our objectives:

- 3.1.1 The key objective of this central technical support offer is to ensure that a Supplier, or a consortium of suppliers is appointed that can quickly mobilise resources to respond to requests for delivery support raised via a centrally administered clearing hub within DLUHC, assigning support to LAs that fall within scope (e.g. delivering LUF, Towns Fund or Future High Streets projects). The supplier(s) will assign support to the LAs on a wide range of difficult or complex delivery issues related to – but not limited to:
- Programme and project management
 - Procurement and contract management;
 - Economic appraisal
 - Monitoring and Evaluation support
 - Community and Stakeholder Engagement
- 3.1.2 The supplier(s) would be expected to facilitate wider knowledge transfer between the LAs supported, to ensure knowledge gained is embedded within the LAs.
- 3.1.3 The supplier(s) will also work in tandem with a number of partners, including Cultural Arms-Length Bodies, including Historic England and the Arts Council and teams within the authority to feed back intelligence on delivery issues,

risks, progress and potential solutions, or to signpost LAs to additional elements of the support on offer which may be relevant.

3.2 Desired Outcomes

- 3.2.1 The core outcome of this contract will be to support LAs delivering LUF, Towns Fund and Future High Streets to resolve delivery issues and pre-emptively share best practice across LAs, increasing the deliverability for these projects. This will be achieved by providing LAs with a broad spectrum of individuals with the appropriate skills and expertise to advise and troubleshoot delivery issues that LAs encounter. The service will be expected to support several projects at a time and be flexible enough to shift support to high priority cases where needed.
- 3.2.2 A secondary outcome will be to increase the level and accuracy of intelligence that the authority holds on project progress and likely risks and delivery issues. This will supplement and inform the current performance management approach the authority conducts.

4 OUTPUTS

- 4.1 The overall objective of this contract will be the provision of support for Local Authorities delivering LUF, Towns Fund and Future High Streets Projects. Outputs for the service may include, but are not limited to:
 - 4.1.1 Provide bespoke support and advice to Local Authorities on specific issues and delivery challenges they are facing in either face-to-face discussion or in written form.
 - 4.1.2 Develop frameworks for sharing best practice pre-emptively across LAs to support delivery, through peer networks or alternative methods.
 - 4.1.3 Signpost Local Authorities to additional members of the delivery associate network where their delivery issues are not immediately resolvable or require alternative expert support.
 - 4.1.4 Maintain a relevant database logging delivery issues, actions taken and outcomes of the intervention to monitor effectiveness of the support provided to be shared with the authority.
 - 4.1.5 Provide periodic reporting to the authority detailing actions taken, key hotspots and identified delivery risks across the portfolio of projects.

5 SOCIAL VALUE

- 5.1 The Government must take account of Social Value in all of its procurement exercises. This means more explicitly considering how a proposed contract might secure relevant and proportionate wider social, economic and environmental benefits. Those benefits are currently grouped into the following themes and outcomes:
 - a) Covid-19 recovery (helping local communities to manage and recover from the impact of covid-19, facilitating job creation or re-training).
 - b) Tackling economic inequality (creating new businesses, jobs and skills, and increasing supply chain resilience and capacity) e.g. employment, training and work experience opportunities for local people.
 - c) Fighting climate change (effective stewardship of the environment) e.g. local staff, local suppliers and local work reducing your carbon footprint.

- d) Equal opportunity (tackling workforce inequality and reducing the disability employment gap risk of Modern slavery).
- e) Wellbeing (improving health and wellbeing, as well as community integration) e.g. supporting local community initiatives such as charities, local amateur sports teams etc.

Please refer to the Social Value Model Quick Reference Table for details of the potential model evaluation questions, model award criteria, model response guidance and reporting metrics for each policy outcome to help in the assessment - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940828/Social-Value-Model-Quick-Reference-Table-Edn-1.1-3-Dec-20.pdf

6 KEY DATES & TENDERING PROCESS

- 6.1 If it is decided this service will be tendered, it is anticipated that a procurement may start in July 2023 with the contract to commence around September 2023. This is an indicative timeline and is for information purposes only. The Authority reserve the right to amend these dates at any time, and Potential Suppliers rely on them entirely at their own risk.
- 6.2 The contract is expected to be for an initial period of one (1) year, at which point the level of service and preferred supply route will be evaluated. We envisage that support to Local Authorities would still be required into FY2024-2025, therefore any contracts would contain the option of an extension clause to ensure continuity should further services be required.

7 RESPONSE

- 7.1 Please respond by email to commercialtenders@levellingup.gov.uk with the following by 5pm (GMT) 23rd June 2023 (the "Response Deadline"), with reference to "CPD4124263 – Delivery Associate Support for Local Authorities" in the Subject Line.
 - i Would you be interested in bidding for this project and are you on a supplier under the CCS RM6165 Construction Professional Services Consultancy Framework? Are there any alternative frameworks which could be utilised?
 - ii Is what the Department asking for clear?
 - iii What, if anything, has the Department missed or overlooked in setting out their requirement? How could DLUHC enhance our initial information in this document to inform any potential future specification?
 - iv The Department has an indicative budget of £2.9M, is this accurate for the outlined work? Please advise otherwise what an indicative cost would be for this piece of work (Please refer to Annex A for indicative figures on the level of support required).

- v Would it be feasible for your organisation to deliver the whole programme of technical support (i.e. working with current LUF, Towns Fund and Future High Streets recipients) or would it be more appropriate for DLUHC to procure multiple consultancies to work with a smaller number of selected places e.g. on a geographical basis. Please explain how you would manage capacity and delivery, both within your own organisation and/or with any supply chain, and how you would ensure the appropriate skills, knowledge and expertise is applied to the requirement.
- vi As mentioned above, working with the current Levelling Up Fund would be an element of work required. Does your organisation have the capacity to deliver across the UK and do you have the ability to take account of differences/additional requirements across the nations as a result?
- vii What should, could, or would "success" of this contract look like to your organisation? How would your organisation quantify this?
- viii Assuming a September appointment, could you mobilise a team to start work in October 2023?
- ix Which of the Social Value themes and policy outcomes outlined in Section 5 above are most appropriate for this requirement? Please elaborate on your reasons why, and/or how they could be managed and evaluated?

8 QUESTIONS AND CLARIFICATIONS

- 8.1 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 commercialtenders@levellingup.gov.uk with reference to "CPD4124263 – Delivery Associate Support for Local Authorities" in the Subject Line.
- 8.2 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).
- 8.3 Responses to questions will not identify the originator of the question.
- 8.4 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:
 - 8.4.1 the question/clarification and the response should in fact be published; or
 - 8.4.2 it wishes to withdraw the question/clarification.

9 GENERAL CONDITIONS

- 9.1 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.
- 9.2 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.
- 9.3 The Authority reserves the right not to proceed with a competitive tender exercise after this PTME or to award any contract.
- 9.4 Any and all costs associated with the production of such a response to this PTME must be borne by the Potential Supplier.
- 9.5 Information contained within this document is confidential and must not be revealed to any third party without prior written consent from the Authority.
- 9.6 No down-selection of Potential Suppliers will take place as a consequence of any responses or interactions relating to this PTME.
- 9.7 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.
- 9.8 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.
- 9.9 The Authority shall maintain commercial confidentiality of information received during the PTME.

ANNEX A – Supporting Information

Overview

The Levelling Up Fund Round 1 saw 105 successful bids. Round 2 has seen an additional 111 successful bids. This covers a total of 190 Local Authorities and six Northern Ireland non-Local Authority recipients. The average award for LUF Projects in Round 1 was £16.1m, and £18.8m in Round 2. These projects are a mix of Local Regeneration, Cultural and Transport projects.

Of these successful bids, across Rounds 1 and 2 there are 66 Large projects (with a grant of £20m or larger). These are largely transport projects.

Assuming LUF Round 3 will approve a similar number of bids, including a similar proportion of large bids, and support for Local Authorities delivering Towns Fund projects we would assume all 398 Local Authorities in the UK will be in scope.

Of these 398 Local Authorities, we would expect 75% of them will likely require some level of support.

Delivery Associates

Assuming the delivery associates provide support an average of 2 days per week, we anticipate requiring approximately 17 delivery associates. We also have assumed an additional two 'senior' delivery associates who would hold management and reporting responsibilities, alongside some level of delivery support. This would equate to approximately 16 Local Authorities per Delivery associate, spending an average of 6.5 days per delivery associate per year. This is represented in the below table:

LAs in Scope	75% requiring support	Approximate number of Large bids	Anticipated number of DAs	Anticipated LA case load per DA	Anticipated number of days per year supporting each LA
398	298	99	17 (+2 Senior DAs)	16	6.5

Engagement with Local Authorities identified the following core areas of support they expressed an interest in (please note this is not exhaustive):

Services
Programme and Project Management
Procurement Frameworks
Subsidy Control
Accountancy / Finance
Financial Strategy and investment
Financial procurement
Monitoring & Evaluation
Contract management
Community & Stakeholder Engagement
Communication

This engagement also suggested the below additional areas they may also benefit from support:

Governance and partnerships	Expertise in UK Government Funding processes and procedures
Stakeholder engagement	Risk Analysis and Mitigation
Place leadership and visioning	Contract Management
Place activation	Subsidy Control
Urban design	Unlocking and negotiating acquisitions
Place analytics	Construction
Zero Carbon Technology	Property
Consensus building and conflict resolution	Design (Technical studies and assessments)
Civic capacity and engagement	Place Marketing and Branding
Pedestrian Flow and Movement	Transport Planning and Management

The Delivery associates will also need to engage with the LUF delivery team within DLUHC to ensure join up of support. Interactions with Local Authorities will be administered through the LUF delivery team, including triaging of support requests, allocation of cases to the delivery associates and transferring appropriate intelligence to the Delivery associates. The delivery associates will also use the LUF delivery team as their point of contact for reporting, queries and intelligence sharing.