

# Winchester City Council Commission

## Specification

### Business Support

**Summary:** The Winchester District Economic Strategy 2010 to 2020 supports the local economy by encouraging entrepreneurship and business start up, and helping established businesses to thrive and prosper. Winchester City Council is seeking to commission a service to support businesses located in the Winchester District for a two year period from 1 June 2017.

**Deadline for bids:** Bids from appropriate organisations and individuals should be submitted by noon on Friday 31 March 2017, in accordance with the requirements set out in section three of this specification.

#### 1) Background information

##### 1.1 Introduction

In line with its established commissioning approach, Winchester City Council continuously reviews the services it provides and looks for opportunities to identify different ways of working which are likely to deliver innovative, effective and cost-effective responses to local needs.

Winchester City Council has delivered business support for the business and creative community for many years through a variety of partner organisations and individuals.

However, some of these arrangements were put in place under very different economic, funding and political regimes. They have evolved over time, but while some are regularly re-examined and tested, others may not have been.

This commission seeks to consolidate the Council's support, providing better value for money and a more joined up approach in line with the Council's [Better Business for All programme \(www.winchester.gov.uk/business/better-business\)](http://www.winchester.gov.uk/business/better-business)

##### The policy context

The emerging Council Strategy for 2017 to 2020 sets out five overarching outcome areas in which the Council is committed to delivering real change for local people. These are:

- delivering an entrepreneurial approach to efficient public services
- Winchester will be a premier business location
- delivering quality housing options
- improve the health and happiness of our community
- improving the quality of the district's environment

Each commission issued by the City Council is designed to support the delivery of one or more of the outcomes of the Council Strategy, and – more specifically – at least one of the objectives identified as a means to do this.

This commission will contribute towards the delivery of the ‘Winchester will be a premier business location’ and ‘Improving the quality of the district’s environment’ outcomes. You can find out more about these outcomes here:

[www.winchester.gov.uk/about/council-structure/council-strategy/council-strategy-2017-2020/](http://www.winchester.gov.uk/about/council-structure/council-strategy/council-strategy-2017-2020/)

## 1.2 Businesses in the Winchester District

Winchester’s economy is built on five main sectors as set out in the [Winchester District Economic Strategy 2010 to 2020](http://www.winchester.gov.uk/business/economic-development/) ([www.winchester.gov.uk/business/economic-development](http://www.winchester.gov.uk/business/economic-development/)).

These sectors are:

- public administration and business services
- land based industries
- tourism and recreation
- knowledge and creative industries
- retail

The Economic Strategy is currently being refreshed to align with the Council Strategy as above.

The attached table shows the size of businesses located in the Winchester District. The Council would expect small businesses to be the main recipients of this service.

## Enterprises: Number of Business by Size

	size band: 0-4	size band: 5-9	size band: 10-19	size band: 20-49	size band: 50-99	size band: 100-249	size band: 250+	size band: Total
<b>United Kingdom</b>	<b>1,869,125</b>	<b>304,230</b>	<b>149,465</b>	<b>78,305</b>	<b>24,850</b>	<b>14,090</b>	<b>9,350</b>	<b>2,449,415</b>
Great Britain	1,817,650	296,105	145,515	76,060	24,175	13,715	9,145	2,382,365
England and Wales	1,694,325	272,130	133,600	70,400	22,400	12,760	8,480	2,214,095
England	1,621,275	258,340	127,425	67,210	21,540	12,310	8,195	2,116,295
South East	293,775	43,610	21,715	11,170	3,570	2,155	1,450	377,445
<b>Hampshire</b>	<b>43,590</b>	<b>6,630</b>	<b>3,600</b>	<b>1,795</b>	<b>535</b>	<b>330</b>	<b>210</b>	<b>56,690</b>
North Hampshire	11,985	1,575	815	435	120	110	80	15,120
Districts in Central Hampshire/New Forest	20,285	3,295	1,865	880	255	140	75	26,795
Districts in South Hampshire	19,480	3,305	1,705	870	285	170	110	25,925
Basingstoke and Deane	5,880	725	370	210	55	50	40	7,330
East Hampshire	4,855	695	380	180	55	20	10	6,195
Eastleigh	3,740	590	305	155	55	25	20	4,890
Fareham	3,130	490	270	160	50	25	15	4,140
Gosport	1,400	220	125	60	15	5	5	1,830
Hart	3,840	480	240	105	30	25	20	4,740
Havant	3,050	460	220	105	40	25	15	3,915
New Forest	5,825	1,015	495	250	75	55	20	7,735
Rushmoor	2,265	370	205	120	35	35	20	3,050
Test Valley	4,325	700	370	165	55	35	20	5,670
Winchester	5,280	885	620	285	70	30	25	7,195
Portsmouth	3,815	715	375	180	65	45	25	5,220
Southampton	4,345	830	410	210	60	45	30	5,930
<b>Hampshire Economic Area</b>	<b>51,750</b>	<b>8,175</b>	<b>4,385</b>	<b>2,185</b>	<b>660</b>	<b>420</b>	<b>265</b>	<b>67,840</b>

Source: Inter Departmental Business Register (IDBR) - UK Business Activity 28  
March 2016

## 2) The commission

### 2.1 The brief

The Council seeks to achieve the following outcome:

*“Businesses from across the Winchester District feel supported, well networked and easily able to access the advice and information they most need.”*

This brief sets out the nature of the commission, and provides further details about submitting a bid, the evaluation process and contractual arrangements.

Bids are invited from any individual or organisation in the private, public or voluntary sector with the appropriate expertise and capacity to deliver the commissioned work, as outlined below.

## 2.2 Expectations and assumptions

Whilst the Council is interested in hearing from a range of potential providers, all of whom may approach this commission in different ways, there are some key expectations. The service will:

- a) provide training at venues across the Winchester District (at least 10 sessions and subjects to be agreed with the Head of Economy and Arts in advance) to which a Winchester City Council officer can attend at no extra charge
- b) provide networking at venues across the Winchester District (at least 12 sessions and themes to be agreed with the Head of Economy and Arts in advance)
- c) provide one to one advice sessions and mentoring brokerage for small and medium sized businesses from across the Winchester District (at least 60 one hour sessions advice or mentoring sessions per annum). The provider will need to demonstrate how potential customers will be prioritised for this support
- d) encourage referrals from teams from across the Council, including regulatory services such as Environmental Health and Licensing
- e) support and encourage businesses to adopt environmentally friendly practices
- f) work closely with the Winchester Business Improvement District, Federation of Small Businesses, Fieldfare Local Action Group, Hampshire Chamber of Commerce and Winchester Action on Climate Change and other partner organisations as recommended by the Head of Economy and Arts
- g) encourage businesses to join in with national and local programmes, for example Small Business Saturday and the Winchester Business Excellence Awards
- h) communicate with businesses whose first language is not English.

There should be no anticipation of further funding from the City Council for the costs of running the service unless the Council specifically chooses to fund – on a one-off basis - goods or works that are deemed to be required to fulfil the brief effectively and which are agreed in writing with the Head of Economy and Arts in advance.

Ongoing arrangements will be subject to review within three months of the end of the agreed initial term.

It is envisaged that the bidder would be responsible for publicising the service and that any publicity material would credit and be approved by the Head of Economy and Arts.

The service should be able to support businesses from across the Winchester District. The Head of Economy and Arts, or their nominated representative, will advise on specific locations such as the planned Creative Enterprise Centre.

## 2.3 Anticipated characteristics of the successful bidder

The Council has no preconceived view about the type of provider suitable for this commission, but expects the work to be completed to a high professional standard. To this end, it is anticipated that the successful bidder will have knowledge, skills and capacity in *some or all* of the following areas:

- an excellent and current knowledge of business needs
- a broad understanding of current business opportunities, trends and threats
- an understanding of business planning, cash flow forecasting
- an understanding of human resource legislation affecting businesses
- an understanding of communications including social media
- an understanding of digital marketing
- an understanding the needs of a broad range of creative industries from design and digital businesses such as architecture, graphic design and television to smaller artist makers
- an understanding of environmental and sustainability issues for businesses
- excellent communication and interpersonal skills
- coaching, training and/or teaching skills
- thorough knowledge of equalities
- excellent organisational skills
- an understanding of funding opportunities available to businesses and arts practitioners and evidenced success in applying for a range of funds

#### 2.4 Fee

The fee for the commission is £20,000 per annum for two years (i.e. £40,000 total) payable every six months subject to successful delivery of the business support scheme. The first tranche will be issued on inception, following receipt of a purchase order from the Council.

Other tranches will be paid according to agreed milestones, including the production of a short mid-term project report. This should include early lessons learnt and recommendations for the future. This will help to shape the Council's decisions about future commissioning of the service.

The final payment will be available on satisfactory completion of the contract, including the production of an updated project report with performance indicators for the year.

No additional travel or other expenses will be paid.

#### 2.5 Monitoring arrangements

The successful provider will attend a contract inception meeting to agree milestones and performance indicators. This will be followed by quarterly contract monitoring meetings, led by Winchester City Council's Head of Economy and Arts or a nominated representative. These meetings would include client feedback on all aspects of the service.

Short, emailed updates will also be required each month by the Head of Economy and Arts. These should also be based on a set of pre-agreed performance indicators which demonstrate direction of travel in delivering the outcome for the commission specified above. These may also be supported by case studies of individual businesses supported and the journey they have been through as a result of this commission.

### 3) Making a bid

#### 3.1 Eligibility to bid

This commission has been advertised on the South East Business Portal and Contracts Finder. Bids may be submitted by any organisation (private, public, voluntary sector) which considers itself able to fulfil the brief effectively or indeed by an individual on the same basis. Where individuals or organisations feel they would benefit from working together to deliver this project, the Council will accept bids from a combination of partners. However, the contract will only be with one lead individual or organisation and this lead partner must be made clear on the submission.

#### 3.2 Timings

Date	Activity
Wednesday 15 February 2017	Specification published on South East Business Portal and Contracts Finder
Friday 31 March 2017	Deadline for written bids received by the Council
Thursday 6 April 2017	Evaluation panel meeting: bids scored and shortlist of 3 (max 4) selected for presentation stage
Wednesday 3 May 2017	Presentations to evaluation panel and determination of preferred service provider
Wednesday 10 May 2017	Contract inception meeting at Council offices
Thursday 1 June 2017	New contract commences

A shortlist of three bidders (maximum four) will be invited to make presentations to the panel. Please note these dates in your diary as they cannot be changed to accommodate individual bidders. The panel will expect to meet the personnel who will actually be delivering the commission at interview.

#### 3.3 Content of a bid

There is no set format for a bid, but you must include the following information:

- full description of the organisation(s) including governance arrangements, or – for individuals – a current CV
- a clear description of around 3 - 4 A4 pages of how you propose to deliver the commission, describing the expertise available for delivery, including an operational model showing how enquiries would be handled and prioritised and a set of possible performance indicators relevant to the commission outcome set out in 2.1 above. *(Additional pages may actually diminish your chances to secure this commission, so please do not submit in your standard company format at the expense of the information we most require, and please avoid jargons or acronyms that may not be understood by all the panel.)*

- for lead organisations, a copy of the most recent annual accounts, latest management accounts and an up to date balance sheet
- a break down of costs (exc VAT); please also state whether you are VAT-registered
- a simple project plan, risk assessment and evidence of appropriate insurance
- a general statement explaining how you meet the evaluation criteria for the commission set out below
- two referees for work of a relevant or comparable nature

### 3.4 Evaluation process and criteria

*Process:* All bids will be evaluated in the following sequence:

- shortlisting by a panel, which will include the Head of Economy and Arts, a representative from the business community , and the Council's Head of Environmental Health and Licensing
- checks on shortlisted organisations by the Council's finance officers
- take-up of references
- presentations by up to three individuals/organisations to the panel.

Please note that if it is considered by the Council's finance officers that there are serious financial weaknesses or risks associated with any bid, the Council is free to reject that bid at any stage in the process regardless of its overall evaluation score. However, this would not be done without reference to the bidder and a request, where appropriate, for further information.

*Criteria:* The evaluation criteria which will be applied to all bids are as follows:

- a) the ability and capacity of the bidder(s) to deliver the commission, based on:
  - approach to delivery of the commission (methodology, proposed PIs, familiarity with issues presented in the Background Reading section of this specification)
  - relevant skills and experience (including skills mix)
  - response to the brief, and to the commissioning approach more broadly (understanding of issues and opportunities)

*max 40 marks*
- b) the capacity of the bidder(s) to deliver the commission, combined with the requirement for any lead-in time and the credibility of the method statement proposed
 

*max 20 marks*
- c) recognition of and provision for the support needs of minority organisations as identified by Equalities Law (including provision for businesses who do not have a good understanding of English)
 

*max 10 marks*
- d) the stability and reliability of the bidder (track record, financial status)
 

*max 10 marks*
- e) value for money of the bid (day rates, enhancements, match funding, internships/development opportunities, collaboration etc)
 

*max 20 marks*

### 3.5 Contracting arrangements

Following the selection of the preferred bidder an inception meeting will be arranged. At this meeting contractual details can be finalised, performance indicators agreed and project milestones defined.

A service order will then be issued, and must be accepted within two weeks in order for the contract to begin.

#### 4) Summitting a bid

Please submit your bid electronically by noon on Friday 31 March 2017 to:  
Carol Hussey, Economy and Arts Support Officer  
Winchester City Council  
at [chussey@winchester.gov.uk](mailto:chussey@winchester.gov.uk)

Please mark the email 'Business Support Commission' with your company/organisation name alongside it.

Ensure that the file size does not exceed 5MB otherwise it may fail to transmit.

For an informal discussion about the commission, contact Kate Cloud, Head of Economy and Arts at [kcloud@winchester.gov.uk](mailto:kcloud@winchester.gov.uk) or Alison Woods at [awoods@winchester.gov.uk](mailto:awoods@winchester.gov.uk) to arrange a phone appointment.

#### 5) Background documents

Winchester District Economic Strategy 2010-2020	<a href="http://www.winchester.gov.uk/business/economic-development/">www.winchester.gov.uk/business/economic-development/</a>
Culture, Innovation and the Winchester Economy	<a href="http://www.winchester.gov.uk/community/arts/cultural-strategy-winchester">www.winchester.gov.uk/community/arts/cultural-strategy-winchester</a>
Council Strategy 2017 to 2020	<a href="http://www.winchester.gov.uk/about/council-structure/council-strategy/council-strategy-2017-2020">www.winchester.gov.uk/about/council-structure/council-strategy/council-strategy-2017-2020</a>
Map of the Winchester District	<a href="http://www.winchester.gov.uk/about/ward-map">www.winchester.gov.uk/about/ward-map</a>