**MMIAH Interreg Project – Tender Specification**



**Liverpool City Region Brief – Work Programme 4 and Work Programme 5**

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**1. Introduction and background**

The Local Enterprise Partnership is one of nine partners participating in the Military, Maritime and Industrial Atlantic Heritage Project. The project is funded through the European Development Fund (ERDF) and runs to June 2020.

This tender specification sets out the key deliverables for the development of an evolutionary study, director plan and management plan that is centred on the range of industrial and maritime heritage assets located along Liverpool’s iconic waterfront. It also sets out the scope of requirements for the delivery of the final plans and specifies the timescales within which the activity must be completed.

The Military, Maritime and Industrial Atlantic Heritage Project (MMIAH) is funded through the Interreg Atlantic Area ERDF programme and will run for three years and commenced in July 2017. The project has nine city partners from the UK, Northern Ireland, France, Republic of Ireland, Spain and Portugal.

The specific objectives of the project are focused on the recovery and rehabilitation of abandoned military or industrial heritage sites relating to the sea for tourism and the benefit of local communities. Comprising 7 work programmes, the project will fund a programme of research and development activity to establish those sites that offer the greatest potential in this regard. It will also support the creation of operational and maintenance plans for each city that will help support the detailed development of the assets that have been prioritised.

Through a range of pilot intervention plans, the initiative will also support projects in agreed locations that will encourage local resident engagement in local military, maritime and industrial heritage (MMI), as well as repurposing them for tourism. Finally the project seeks to develop best practice for the development of MMI and at its conclusion, will have established a joint use-planning model and management model that can be transferred and implemented in other cities.

**2. Structure of the Project**

Of the 7 work programmes, those associated with 0 – 2 relate to project management and project communications. Work programmes 3 – 7 focus on the review, development and delivery of MMI. The culmination of this activity will be a white paper setting out the resulting best practice/learnings from this project in terms of regenerated MMI assets that can be used to support development in other destinations/cities.

The white paper will be delivered as the outcome for WP3. In gathering the evidence base for making these recommendations, a programme of evaluation and development work will be undertaken by each project partner in WP4 and WP5. Working sequentially with each other, the intended outcomes for WP4 is the development of an evolutionary study for each participating city to assess the development (over a set period of time) of the MMI heritage of that area. Using the findings of the evolutionary study, WP5 requires project partners to identify best practice examples of the recovery and management of MMI assets in their areas and then prioritise development opportunities through the creation of a director plan. The final element to WP5 is the delivery of a management plan that will set out proposals for the developing the assets identified in the director plan.

In terms of WP6, it is intended to deliver three types of pilot interventions/actions that will either:-

* Restore MMI assets to their former use or adapt them for new uses.
* Develop MMI assets to replace lost or missing MMI heritage
* Development of cultural interventions to recreate lost/missing MMI heritage associated with that area.

The purpose of WP7 is to develop a joint strategy for tourism promotion of the participating cities. The programme is split into four areas, the first relates to the design and development of bookable tourism product with the second aimed at developing interventions for SMART tourism in terms of app development and the provision of visitor information. The third relates to the delivery of familiarisation visits targeting the travel trade, and finally, the fourth element supports the delivery of press trips to present the product developed through the MMI project.

**3. Liverpool City Region – Role**

The Liverpool City Region Local Enterprise Partnership (LLEP) is the nominated project lead for the Liverpool City Region. As part of this role it will oversee the delivery of all local activity under each of the work programmes which will include setting up local working groups and appointing external support to deliver the specialist work that will be required to deliver WP3, WP4 and WP5. It is also responsible for leading WP5 on behalf of the MMIAH partnership and producing the final white paper (WP3).

Under WP6, the LEP is developing 3 projects in conjunction with Sefton Council, Port Sunlight Village Trust and Tate Liverpool. This element is funding three pilot initiatives to either exploit the under developed industrial heritage offer at these locations, or to support cultural interventions to recreate the heritage of that location. The three initiatives being funded through the project are as follows: -

* **Tate Liverpool Exhibition, Liverpool** – Supporting the 175 (a series of events leading up to 2021 when the dock celebrates its 175th Anniversary). The funding will secure major international events including Tate Liverpool’s Schiele exhibition in Summer 2018.
* **Port Sunlight Village, Wirral** – Developing links with Unilver to explore industrial heritage tourism and the village’s significant associations with William Hesketh Lever/Unilever dynasty. The project will improve local interpretation and enhance the digital visitor experience.
* **Lord Street, Southport** – As the major cultural venue on Southport’s iconic Lord Street, the project will enhance the Atkinson’s cultural programme as well as supporting enhancements to the venue’s ability to support the visitor experience through enhanced visitor information.

As yet, the approach to delivery WP7 is still to be established, however it is likely that a partnership with Marketing Liverpool will be the practical delivery option.

**4. Approach & External Expertise**

Progress against work programmes has been hampered due to the delays in setting up the project and the obvious challenges with communicating with 9 different partners, speaking in different languages located in different countries. While the priorities for WP6 will be delivered through the LLEP and the partners stated above, external support is required for the delivery of activity in WP4 and WP5. A separate piece of work will be commissioned at a later date in order to progress WP3.

The geographic focus for WP4 and WP5 will be the area of the Liverpool waterfront starting at the Albert Dock/Kings Dock through to the redundant dockland areas that include Stanley Dock, Wellington Dock, Princes Dock etc. In turn, the findings/outcomes of this activity will also contribute to a comprehensive spatial planning document for the Liverpool’s iconic waterfront to ensure that the area’s maritime and industrial heritage assets are conserved and contribute to its long-term tourist offer.

The aim of the spatial planning document will be to combine the individual master plans for areas such as Liverpool Waters, Liverpool Cruise Terminal, the Albert Dock, Kings Dock and Canning Dock Bridges/Mann Island into a single master plan. This is where the volume of new developments will emerge in the next 10 years as well as those immediately adjacent including the Stanley Dock Warehouses. Combined with the elements of work to be progressed under WP4 and WP5, the intention is to ensure the various developments, and the existing master plans and planning guidance, are integrated in a coherent and future facing format, optimizing for growth of the waterfront in terms of access, wayfinding, lighting, signage interpretation and promotion as one of the word’s great waterfronts.

Central to developing WP4 and WP5 is the Albert Dock, given that it is an exemplar of how abandoned industrial heritage can be repurposed for tourism and act as a catalyst for a broader programme of social and economic regeneration.

Following consultation with stakeholders/Waterfront Partnership and Liverpool City Council, WP4 and WP5 of the MMIAH project therefore present local partners with the opportunity to: -

1. Assess the potential of how other abandoned maritime and industrial heritage in the defined area may be repurposed for tourism.
2. Sustain the future of the Albert Dock by influencing the wider regeneration of Liverpool’s waterfront so that it is an integrated product offer that appeals to new and existing markets/ audiences.
3. Support a new spatial planning framework that will combine the opportunities for developing the waterfront’s abandoned maritime and industrial heritage with current regeneration proposals (see above). As per (2), one of the primary drivers for the spatial plan will also be to secure the economic future of the Albert Dock and its position as the centerpiece of Liverpool’s UNESCO World Heritage site.

In supporting the required activity under WP4, a methodology has been agreed by the main project steering committee and provides the road map for developing the evolutionary study as its primary output (Appendix A). While a best practice review has been completed by the LLEP for WP5, external support is needed to structure/guide the delivery of the director and management plans for the project partners as well as delivering these plans for the specified areas within Liverpool (see above).

**5. Scope & Key Deliverables**

**Work Programme 4**

The purpose of the evolutionary study is to provide an inventory of MMI assets that have potential heritage value and assess how they have contributed to the evolution and development of Liverpool over a specified period of time. This in turn, will help inform the potential contribution these assets could make to stimulating tourism, establishing the costs of recovering them for these purposes and to identify the wider social, cultural and economic contribution they could make to the city they are located in.

Given the breadth of the waterfront, the scope of the review/inventory will be centered on the Albert Dock/Kings Dock through to the redundant dockland areas that include Stanley Dock, Wellington Dock, Princes Dock etc. The focus of the review will concentrate on the area’s maritime and industrial heritage given the significance of these areas to the overall evolution and development of Liverpool. Working within these parameters, the successful supplier will be expected to work with a pre defined list of all MMI assets within the defined area (based on the criteria set out in the methodology) and provide further analysis on those assets that are most outstanding in terms of their historic and cultural value.

The long list of assets can be found in Appendix B.

Working from the prioritised assets, further analysis of the physical environment they are located in will be required, as will an assessment of how the uses/functions of these assets have evolved over the period of review. Key influences are likely to be the impact of the global recession in the 1930’s, the Second World War, the decline of the British Empire in the 1950’s and the impacts of changing technology etc.

**NOTE:** For the purposes this brief, we have recommended that the period under review will commence in the early/mid 19th century to coincide with Liverpool’s huge dock extension programme that continued until the early 20th century with the completion of the iconic Stanley Dock tobacco warehouse (at the time of its construction, the largest building in the world) in 1901.

Finally, the evolutionary study will be required to assess proposals for the regeneration of these areas as highlighted above and urban planning policy in relation to the potential development of MMI projects within the defined area. This is intended to inform part of an integrated spatial plan for this area and the overall objective of sustaining the waterfront’s maritime and industrial heritage assets for the long term.

**Work Programme 5**

Work has been completed for the good practice guide and is appended to this brief (Appendix C).

As the lead for WP5, the LLEP is expected to provide common guidelines for the development of a director/strategic plan for the conservation and reconversion of MMI for all partners to work from. It will then be the responsibility of each project partner to design their own local management plans to oversee/structure the process conserving and converting the redundant assets as set out in the strategic plan.

The associated deliverables the successful bidder will be expected to deliver under WP5, are therefore:-

* The design and development of an agreed methodology for the strategy/director plan that will provide guidance for all project partners. The core components of the strategy/director plan will be:-
* Setting the criteria for the information required to assess the potential of the assets to be recovered or transformed – age, significance (local to international), architectural value etc.
* Determining the unique values of the assets to be recovered and guidance as to how these features should be included as part of a final design solution.
* Guidance for determining the impact of the new uses/intervention and the options to ensure alignment with local planning and conservation policy.
* Guidance for determining whether these assets have the potential to be used to support tourism – market testing, accessibility, interpretation, critical mass, business planning etc.
* The development of a strategy/director plan for Liverpool. Based on the geographies and different elements of MMIAH projects that will be relevant to each project partner, it is anticipated that strategy/director plan will be interpreted in different ways by each city and their local objectives.

As outlined above, this element of the project will be used by the LLEP and its partners to develop a spatial plan that knits together the individual master plans for each of the development areas we have defined into an integrated plan. Our intention is to ensure the maritime and industrial heritage that has been lost, or needs to be rediscovered in these areas forms a core part of the waterfront’s emerging visitor proposition.

As such, those bidding for the project will be expected to use the findings of the evolutionary study and the best practice review to assess the development proposals and use the methodology to create the local strategy/director plan.

* The development of a local management plan that uses the findings of the director plan to establish detailed proposals for the development of MMIAH tourism assets within the specified area. These interventions/proposals will be included within the integrated spatial plan and should include recommendations for the ongoing conservation and maintenance of these assets.

**Partner Working Groups**

Given the transnational nature of the project, the successful agency will be expected to attend and contribute to specialist working groups that will be created for WP4 and WP5. In the case of WP4 and in conjunction with the LLEP, this will involve working with project partners to ensure the local evolutionary study meets the overarching requirements of the project. In the case of WP5, they will be expected to lead the working group in terms of co ordination and providing the strategic direction to project partners for the formulation of their director and management plans.

1. **Timeline & Milestones**

Below are the indicative timelines in which this project will be delivered:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **w/c 10th Sept** | **w/c 10th Sept** | **w/c 1st Oct** | **w/c 15th Oct** | **w/c 29th Oct** | **w/c 19th Nov** | **w/c 11th Feb** |
| Selection Process & Award |  |  |  |  |  |  |  |
| Project initiation meeting |  |  |  |  |  |  |  |
| Draft Methodology (WP5) available for Working Group/Partner Comments |  |  |  |  |  |  |  |
| Methodology (WP5) Agreed |  |  |  |  |  |  |  |
| Evolutionary Study (WP4) |  |  |  |  |  |  |  |
| First Working Group Meetings (WP5) |  |  |  |  |  |  |  |
| Second Working Group Meeting (WP5) |  |  |  |  |  |  |  |
| Liverpool Director & Management Plan Completion (WP5) |  |  |  |  |  |  |  |

Project procurement, award and initiation will need to be progressed within an acute timeframe. To provide bidders with key milestones, the timeline below indicates the response time and proposed interview window:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Milestone** | **24/ 8** | **7/ 9** | **10/9** | **11/9** | **14/ 9** |
| Project Specification Issued |  |  |  |  |  |
| Submissions / Tenders received |  |  |  |  |  |
| Written submission evaluation |  |  |  |  |  |
| Award |  |  |  |  |  |
| Inception meeting |  |  |  |  |  |

**7. Format & Content of Submission**

* Guidance for the submission of tenders is as follows:-
* Submissions should be in MS Word or PDF formats and not exceed 4 sides of A4.
* It is expected that submissions will set out how the requirements will be met, in terms of providing the desired outputs on time and on budget.
* Submissions should also provide a clear indication of how resources will be deployed and apportioned, including the necessary supporting systems and tools needed to fulfil the brief, factored into the overarching cost schedule.
* Brief overview of key personnel and their relevant professional experience and qualifications should be included.
* Measures and approach to managing/mitigating project risks should also be outlined.

**COMPLETED TENDERS SHOULD BE SUBMITTED BY EMAIL TO Natasha Mealor at Natasha.mealor@liverpoollep.org BY 12 NOON ON 7th September 2018.**

**8. Contract Award Criteria**

Contracts awarded to tenders will be based on those offers that are the most economically advantageous to the Liverpool City Region LEP based upon the following criteria:

Price 35%

Quality 65%

The Local Enterprise Partnership evaluate quality and price submissions separately for an invitation to quote where price is not the sole deciding factor. This helps to ensure that quality evaluations are as effective and fair as possible.

**Quality Criteria**

The quality criteria will be assessed against a written submission outlining the process you would adopt for delivering the project brief set out above.

The assessment criteria for the quality submission will be assessed against your responses to the following questions:-

* What methodology will you adopt for delivering the brief? (33.3%)
* What relevant experience will you bring to the project in terms of your understanding of your understand of the maritime and industrial heritage of the Liverpool Waterfront and the technical expertise you will be able to access to inform the development of WP4 and WP5? (33.3%)
* What is your track record in delivering projects of this nature and what is your rationale for delivery? (33.3%)

The scoring mechanism for scored questions will be detailed as follows unless stated otherwise.

| **Score** | **Meaning** |
| --- | --- |
| 0 | Unacceptable response. Requirement level is not met. Many important issues are completely un-addressed or response wholly inadequate or inappropriate. Concerns are serious and risk levels unacceptable for many areas. |
| 2 | Poor response. Requirement levels are adequate for only some important issues. Some important issues are largely incomplete. Concerns are serious and risk levels unacceptable for some areas. |
| 4 | Adequate response. Requirement level is partially met. Overall the proposals are satisfactory, but some issues are weak. Risk levels apply but Bidder has demonstrated understanding of how they will meet all minimum requirements. |
| 6 | Good response. Requirement level is partially met, competence is demonstrated in all areas but there is scope for more detail and more depth in some areas. |
| 8 | Very good response. Requirement level is met with only a few minor weaknesses or queries. Competent bid demonstrating overall understanding of requirements and experience in all areas. |
| 10 | Excellent response. Requirement level fully met. All key issues addressed. Range of examples of good practice, experience, understanding of requirements. |

**References**

Please provide details of two comparable projects undertaken for clients within the Visitor Economy Sector.

**Terms & Conditions**

LLEP standard legal terms and conditions will be used to govern procurement and contract management. These arrangements will be confirmed on completion of the tender process. Please note the LLEP does not negotiate these standard terms as they are considered to be fair and reasonable.

1. **Budget**

Based on external support for WP4 & WP5 (inclusive of VAT) a maximum of €40K / £35,600 has been allocated to this project.