



## **Community Improvement Districts facilitator – Greater London**

Power to Change (the Company) is pleased to invite you to submit a Quotation and covering letter in respect of the above project.

The Services consist of **providing early stage development support to two selected high streets regeneration groups to develop exemplar Community Improvement Districts (CIDs)**, in accordance with the enclosed documentation.

The Services shall be in accordance with the Power to Change General Conditions of Purchase, a copy of which are available on request.

Your Quotation response must contain a completed Quotation Form and signed Declaration (provided on page 6 of this document) plus a covering letter.

Please return this information via e-mail to:

Jenny Sansom [Jenny.sansom@powertochange.org.uk](mailto:Jenny.sansom@powertochange.org.uk)

**Deadline for Quotations: 5pm Tuesday 4<sup>th</sup> January**

**Interviews are scheduled to take place on Wednesday 12<sup>th</sup> and Thursday 13<sup>th</sup> January.**

Quotations and letters received after the stated closing time and date will be considered late and may not be considered at the absolute discretion of the Company.

The Company is not bound to accept the lowest or any Quotation submitted and reserves the right to divide or omit any portion of the Quotation as appropriate.

The costs in preparing and submitting your Quotation shall not be reimbursed.

If you have any queries in relation to this, please do not hesitate to contact me,

Yours sincerely,

**Jenny Sansom**

**Policy Officer**

[Jenny.sansom@powertochange.org.uk](mailto:Jenny.sansom@powertochange.org.uk)

### **Enclosures:**

Quotation Form, Declaration.

**Read more about:** [Power to Change](#); [Community-Led High Streets Regeneration](#); [GLA's High Streets for All Challenge \(HSfA\)](#); See appendix 1 for more information about Community Improvement Districts.

## Specification

### 1. Scope of Services

Power to Change has partnered with the Greater London Authority to invite up to two High Streets for All Challenge exemplar projects to pilot the development of Community Improvement Districts (CIDs).

PTC is looking for a facilitator (an individual, organisation or consortium) to support the establishment of these Community Improvement Districts. The facilitator will be responsible for supporting two selected high street regeneration groups to develop exemplar Community Improvement Districts (CIDs) within the Greater London area.

A CID is a locally accountable partnership which aims to increase the level of involvement from local people and community led organisations in the regeneration of high streets. You can read more about CIDs in Appendix 1. Power to Change aims to create two contrasting CIDs as pilots, with one existing Business Improvement District (BID) which diversifies to become a CID, and another which would be created as a new partnership or organisation. Our aim to create pilot CIDs takes place within a wider scheme - [The High Streets for All Challenge](#) led by the Greater London Authority (GLA).

The appointed facilitator will communicate and meet regularly with groups to provide expertise on how to establish a Community Improvement District. The facilitator must have an excellent track record in delivering capacity building, guidance and support for early stage groups, organisations and / or partnerships. They must also have access to a wide range of professional contacts in the community and social enterprise sector, to enable them to draw in the appropriate expertise where they cannot deliver this directly. Note that there is additional budget to allocate to this in negotiation with the groups.

Both participant groups will also be grantees under the GLA's High Streets for All Challenge (HSfA).

Applicants to HSfA have diverse and interesting aspirations including:

- **Developing underutilised high street buildings** to provide the space required for networking, conversation and grassroots project development plus **developing a participation model** that provides meaningful opportunities for local people to shape change.
- **Promoting cyclical economies** within the high street area for local people to create, develop and return goods to the community, such as a **'Library of things'** in an existing library building. At once this will reduce waste, save people money and help build skills.
- An integrated **food growing, cooking and eating project** centred around the creation of a new roof top food growing space on an underused carpark. This will provide fruit, vegetables, herbs and spices to support local supply chains and provide employment and skills opportunities for those most impacted by the pandemic. Food will help connect diverse groups of people together, through sharing recipes and memories associated with them, plus cooking together and eating as a group.

**Community Improvement District development costs** - Up to £40,000 will be available to each pilot CID group to access advice and expertise on how to establish a CID. The funding will include:

- £20,000 per CID group from Power to Change. This funding will not be granted directly to the groups, but will be either held by Power to Change and released on invoice, or released to the facilitator to spend on behalf of the group.

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- £20,000 per CID group from the GLA as part of applications for the HSfA Challenge Stage 3 revenue funding. The GLA intends to grant these funds directly to High Street partnerships.

It is intended that the facilitator role in this contract will oversee the budget and spend for these funds in liaison with the CID group. The facilitator's role will be to help guide and shape spending plans for these funds, but ultimately the High Street Partnership would control spend for the GLA funding.

### **The facilitator will be required to:**

- Act as the first point of contact for the CID for participating organisations / partnerships, guiding them through the process of planning and forming a new CID
- Undertake a skills assessment of the two pilot groups, and work with them to sketch out a plan for creating their Community Improvement District partnership. Identify priority areas for support within this.
- Use their existing well developed professional networks to direct groups to appropriate technical advice and support needed to deliver their plan.
- Liaise with the CID groups on agreeing appropriate sub-contracted or additional expertise required to fulfil the project's specialist needs and timetable. Support them to produce a budget for this, using the resources available to them.
- Support the CID groups to engage local residents and community organisations, bring them on board, seek their input, involve them in helping shape the CID's plans for regeneration.
- Support the CID groups in recommending and establishing their governance requirements.
- Support the groups to define financial models for their CID, with income from a range of sources including levys or membership subscriptions, local authority service agreements, and grants if appropriate.
- Ensure the CID's financial and governance plans are informed by best practice and evidence of existing and future local market demand. Provide recommended financial model options, again informed by the latest good practice / research.
- Contribute to the CID's early-stage outward-facing communications work, including social media and online content for the working group to use externally, co-ordinating with the Power to Change and the Greater London Authority
- Maintain overview of the development budget for each group and sign off on items of spend.
- Ensure that Power to Change funding is spent on charitable purposes only.
- Provide insights to GLA and Power to Change on what we learn from the groups' process of establishing Community Improvement Districts, their successes and challenges, how such groups can best be supported, and what this means for development of CIDs elsewhere.
- Provide regular informal updates, and plus 4 quarterly written reports (over 15 months) to Power to Change and GLA. Reporting should cover the progress of groups, the specialist input they require, the groups' required budget, and updates for draw down of spend

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against that budget. This will include participation at GLA/PTC online partnership meetings approximately quarterly.

- Contribute to an additional final report at the end of the 15 month pilot programme which distils learning from the quarterly reports and makes recommendations for future data collection.

### **Skills and experience required**

*Applications will be evaluated against the following criteria*

#### **Essential**

- A good understanding of the different forms of place governance such as Business Improvement Districts (BIDs) and Neighbourhoods Forums.
- Proven track record in building the capacity of local and community groups and organisations.
- A good professional network in a range of disciplines, to enable the facilitator to direct groups to the best advice.
- Budgeting and financial planning.
- An understanding of community engagement methods and how to build dialogue with and respond to the needs of local people and organisations
- An understanding of partnerships and how they work best, as well as experience of working with and supporting partnerships
- A good understanding of the community sector, and its potential of its role in high streets regeneration
- An understanding of funding models and income generation.
- Experience of programme evaluation
- A track record capturing learning from programmatic work and developing recommendations based on this learning.

#### **Desirable**

- Communications skills, developing online content, knowledge of social media and communications planning.
- Experienced in developing successful financial models for community organisations

### **2. Location**

Greater London

### **3. Start and End Date**

January 2022 - 31 March 2023.

### **4. Frequency of Supply**

Ongoing contact with 2 groups by arrangement during the delivery period.

## 5. Performance Requirements

### Desired outcomes for this work are:

- CID pilot groups and their stakeholders are fully aware of the potential of the CID model, and where the CID fits strategically in terms of partnerships with other high street stakeholders and their formal / informal plans.
- The group have selected their preferred CID model, and where appropriate have either become incorporated or signed off their partnership agreement / terms of reference.
- CID pilot groups are aware of the policy landscape including potential sources of funding for the CID.
- Community engagement of a wide range of stakeholders has taken place / is ongoing. A wide range of groups from the local community are aware of the work being done by the CID, and of the opportunities to become involved.
- A jointly-owned action plan has been adopted and is being implemented to establish a CID in each pilot place. This plan could include but is not limited to community engagement and communications, finances, capital works or schemes, events, arts / music / relationship building with community organisations and other partners etc.
- Financial modelling for the CID has been carried out identifying key roles required, and potential revenue streams. Revenue streams could include but are not limited to commercial trading, membership or supporter subscriptions, service agreements/contracts with local authorities and grants etc.
- Formal involvement of local people and organisations in the CID group.
- CID pilot groups are aware of and connected to the infrastructure organisations and networks which exist to support community-led action.
- Power to Change and the Greater London Authority have an improved understanding of how best to establish Community Improvement Districts, what conditions are necessary, and their support / funding needs.

## 6. Maximum budget available: £10,000

**Please provide a covering letter detailing how you or your organisation meets the skills and experience required to deliver this contract. Please include details of your approach, who will be doing the work, how you propose to structure your team resources if relevant, frequency of meetings / support to the group, outline budget including details of day rates plus your planned start date.**

**Total Price to:**

1. Provide early state development support to two selected high streets regeneration groups to develop exemplar Community Improvement Districts (CIDs).
2. Oversee development budget in liaison with the CID groups and use professional network to suggest / draw in appropriate external support

£ .....

in words .....

**Declaration**

I/We, having read and understood the Request for Quotation hereby offer to supply the Service in accordance with the Specification at the stated price, and that this offer remains valid for a period of ninety (90) days.

Duly authorised to submit Quotations for and on behalf of the Company:

Name: .....

Signature: .....

Date: .....

Company: .....

Telephone: .....

E-mail: .....

## **Appendix 1**

### **About Community Improvement Districts**

#### **What is a Community Improvement District?**

The concept of Community Improvement Districts is relatively new. The aims of a CID are to achieve greater involvement of communities and community led organisations in the oversight and revitalisation of its high street.

The idea was first raised by Professor Tony Travers in 2011.

*“They would need to be community-led, capable of raising resources and, so as to avoid creating permanent additional structures. Such an institution would need to be relatively easy to set up, but also have sufficient formality to be business-like. It would need to be able to demonstrate that it enjoyed local support and that it could deliver real improvements to all local people.”*

The idea had a resurgence, after being recommended in a Housing, Communities and Local Government Select Committee report in 2019.

Power to Change and Greater London Authority, Civic Voice, Centre for London and others have since explored the idea in more detail. A Power to Change discussion paper in 2020 defined a CID as ‘*a non-political and inclusive structure, open to residents, businesses and other local stakeholders, concerned with the economic, social and environmental improvement of their neighbourhoods*’.

The creation of CIDs was also one of the policy recommendations of the [‘No Place Left Behind’ report](#) in September 2021 by the Commission into Prosperity and Community Placemaking. CIDs are designed to complement other local mechanisms where they exist and are non-profit distributing bodies.

In terms of structure they could be formalised as a partnership or an incorporated organisation as either:

1. The CID as a resident-led organisation
2. Community involvement in existing BIDs
3. Jointly run organisations involving both residents and businesses
4. Expansion of Neighbourhood Forum functions
5. Formal funding for Town Teams

#### **Why are Community Improvement Districts needed?**

There’s a strong case for the greater involvement of communities in the oversight and revitalisation of their high streets. This involvement needs some kind of vehicle, and the CID structure provides us with a way to explore this.

Business Improvement Districts (BIDs) have proven successful in involving businesses in the development of local economies, addressing a previous influence gap – but there is no parallel system for residents to participate, other than via indirect means with their local councillor or

planning system. This leaves those who have ideas about how to shape their places without a strong voice.

Decision making in the UK is very centralised, and there are limits on the extent to which communities can participate in the direct governance of their localities.

The climate emergency, social inequality and Covid are changing patterns of consumption, travel and living which offer an opportunity to reconsider how localised economies work.

With a CID in place, management of the neighbourhood would be stewarded by local stakeholders on an equal footing, recognising the interdependencies between them, creating strong local networks and extracting greater social, economic and environmental value for local benefit. The involvement of the community in their neighbourhoods would have many positive impacts: increasing residents' sense of ownership and responsibility for the high street, strengthening the relationship between local supply and demand, and increasing opportunities for community owned start-ups.

### **Early stage examples of CIDs from Scotland**

- Scotland Town's Partnership is responsible for the Scotland's Improvement Districts programme. They have been expanding the Improvement District model and slowly an approach based on community involvement is starting to become the norm.
- CIDs in Scotland have involved conversations with a broad range of stakeholders including the surrounding community, social anchor organisations (social landlords, development trusts) etc.
- The underpinning model is still based on the BID legislation, so there's still a valuable revenue stream. However having more people involved in the conversation means they can attract other investment, capital funding etc.

### **Funding**

- In Scotland, the Towns Partnership provides seed funding at the beginning, which sees the group through to ballot. Subsequent funding comes from a variety of sources across the collaboration, such as local government, national government agencies like LEPs and funding from businesses themselves.
- There is no resident levy, but social anchor organisations do pay in. For example in Glasgow the social landlord 'pay on the communities behalf'.

### **Case Study: Possilpark Improvement District, Glasgow**

Possilpark is one of the most deprived communities in the UK and faces enormous challenges with alcohol, drug addiction and gang violence. In 2019 a Community Improvement District was launched as a pilot project to build on business and community links around Saracen Street and support local traders. It aimed to reflect the rich heritage of the area to generate new pride, while working with kindness and compassion. Bringing together a wide range of stakeholders including the largest community-controlled housing association in Glasgow, a credit union, health centre and Glasgow



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City Council. One of its first tasks was to properly celebrate Christmas and create a better environment for traders to prosper. The CID has broadened the district's aims beyond simple commercial viability to consider wider local economic development and wellbeing, with social housing providers and voluntary organisations now sitting alongside local businesses.

Although Possilpark was established as a Business Improvement District in name, their approach to community involvement makes them interesting to our work to establish CIDs.

[Read more here](#)