



How to do
business guide >



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- Bridgend Association of Voluntary Organisations (BAVO);
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Section 1

Making the Connections



The Making the Connections project began in the summer of 2012 covering each convergence area of Wales. The project was managed by Wales Council for Voluntary Action (WCVA) and funded by the European Social Fund (ESF) at Welsh Government. Each Making the Connections Officer was line managed by a local voluntary organisation within each county borough.

Funded until December 2014, this project was the third sector element of the Local Service Board project plan which was developed as a way to engage Third Sector organisations in the Single Integrated Plan, giving the opportunity to have a say in the design and delivery of public services. This has been a long journey and areas throughout Wales have seen both challenges and achievements.

The Making the Connections Officer at BAVO has worked with partners to develop a practical tool offering organisations information and guidance on collaboration, co-production, consortia working, procurement and tendering, which will be useful to those of you who would like to tender for public services.

Section 2

Bridgend County Borough

Bridgend County Borough is at the geographical heart of South Wales. It covers an area of approximately 28,500 hectares and stretches about 20km from west to east, taking in the Llynfi, Garw and Ogmore valleys to the north and bordering the Bristol Channel to the south. The county borough's largest settlements are the towns of Bridgend and Maesteg and the seaside resort of Porthcawl.

'From 2001 the population of Bridgend grew by 8.2% to just over 139,000 in 2011 and is projected to reach over 152,000 by 2033'. (LSB Bridgend County Together April 2013 - March 2018).

The county borough has attracted high levels of inward investment, particularly to the south of the M4. In the last 20 years, there have been dramatic changes to employment in Bridgend County Borough. The coal industry has virtually disappeared and jobs have gone from manufacturing, transport and construction industries, contributing to deprivation in some wards, particularly in the north.

However in recent years, positive efforts have been made to improve the overall economic performance of the area, which have been fairly successful.



Despite this, Bridgend County Borough is considered to be one of the most deprived regions in Europe and has been awarded money from the European Social Fund to work to Welsh Government's Tackling Poverty agenda. Within Bridgend County Borough there is a Local Service Board (LSB) which works with key partners across sectors to address the four key priorities of the area:

- People in Bridgend County Borough are healthier;
- People in Bridgend County Borough are engaged and empowered to achieve their full potential;

- People in Bridgend County Borough benefit from a stronger and more prosperous economy;
- Bridgend County Borough is a great place to live, work and visit.

What is the Single Integrated Plan?

The Single Integrated Plan (SIP) was set out to show how Local Service Board partners will work together to improve the health and wellbeing of people living in each county borough in Wales. Each SIP provided information on how each area would work to meet outcomes, working with a range of partners to include public sector, private and the third sector to meet the needs of those people living, working and visiting the area.

The SIP was established to replace the previous strategies and plans to including the Community Strategy, Children and Young People's Plan and the Health, Social Care and Wellbeing Strategy.

Each SIP is individual to each area depending on the need of the local population.

With the support of Welsh Government, there has been work to establish good practice, building on lessons learnt and raising standards across all boards.

County Voluntary Councils support Local Service Board partnerships to ensure that the voice of the third sector can be heard at all levels of public service delivery.



Section 3

The third sector



Third sector organisations are driven by the needs of the people who they support. They are made up of voluntary organisations, community groups and charities to include social enterprises and are independent of all government structures.

There are approximately 33,000 third sector organisations in Wales with approximately 1,270 third sector organisations based in Bridgend County Borough.

An additional 3,139 third sector organisations outside the area provide a service within Bridgend County Borough.

As the public sector make cost saving cuts, the need to work with the third sector has become far greater. The third sector now have

a role in being involved in the design and delivery of public services through sharing expertise and knowledge in delivering public services.

What are the advantages of public service delivery by the third sector?

The third sector gives a greater understanding of the needs of their service users, due to the closer links that organisations have to people living within their communities. To work with third sector organisations enables innovation, knowledge and public service design to be developed around the needs of the person.

The 'Procurement and the third sector: guidance for the public sector in Wales' March 2008, states:

'There are many benefits and advantages that third sector organisations can bring public service delivery:

- A strong focus on the needs of the service users;
- Knowledge and expertise to meet complex personal needs and tackle difficult social issues;
- An ability to be flexible and offer joined up service delivery;
- The capacity to build users' trust;
- The experience and independence to innovate.'

(Collaboration: Lesley Griffiths AM, 2015)



Section 4

Collaboration and co-production

Co-production

What is co-production?	What is a public service?
Co-production is where a range of people work together to have an equal say. This can include professionals, service users, organisations and members of the public.	A public service is a statutory service which is financed through local and national government which is available to all members of the public for free, e.g. local authorities, Police, NHS and Fire Service.

Co-production is the ability for people and professionals to work together and to all have an equal say in making decisions on services in their local area. It builds upon people’s knowledge and needs and establishes a unified participative approach to look at public service delivery that better meets the needs of the person.

Co-production is not the opportunity for public services to be delivered by other partners but is a process where everyone can have an equal say on how these are better designed are delivered.

'What makes this new relationship different is that people, services and organisations begin to share power, control and responsibility for making Wales stronger and meeting people's needs'.

(Source: WCVA website)

There is strong evidence that public services need to reform, to become more efficient, better quality and all with less money. Welsh Government is committed to developing relationships between



the citizen and public service to ensure that there is an opportunity for people to have their ideas and needs heard.

Although co-production has started across Wales, this will be a long process which will take time to embed. It puts people at the centre enabling the citizen to be empowered and to have a say on what they require, enabling services to be re-designed and transformed to better meet the citizen.

The Beecham review of public services 2006 promoted the need for a citizen – model of public services, where services would become more innovative and showed improvement by being re-designed to meet the need of the people.



More recently the Williams report stated: 'Governance of and between public sector organisations must be robust and unambiguous. Constructive scrutiny has a central role in holding organisations to account, improving services and engaging citizens. New models of delivery which focus on prevention, early intervention and demand management through co-production and citizen engagement will be essential' (Summary report 2014).



County Voluntary Councils are committed to supporting Co-production and are actively encouraging Commissioners to work with third sector organisations and their service users before tenders are published.

We want to allow the opportunity for innovative ways of delivering public services to be transformed and to establish a new way of working which creates inclusive services that better meets the needs of its participants.

WCVA has a number of useful supporting materials which you may find of use, [click here for further information](#)

Case study one - existing practice

The Llynfi Valley 20 Programme was developed as a result of a Health Equity Audit undertaken by Public Health Wales in late 2013. It identified that residents of the Llynfi valley have on average, 20 years less healthy life expectancy than residents living elsewhere in the county borough.

The programme has been a partnership approach which works with the third sector, private and public sector organisations, aiming to address health inequalities in this highly deprived area. A programme of change is offered which is asset based and community driven to tackle the health gaps through two key areas:

- Service improvements: working across agencies to maximise the role and contribution of those providing care and resources to promote wellbeing;
- Facilities - making better use of, and improving access to, existing resources.



The programme covers weight management, nutrition and activity, smoking, sexual health and wellbeing, domestic abuse, meaningful employment, physical environment, alcohol and substance misuse and dementia and frailty.

This is a pro-active engagement with people in the Llynfi valley, enabling them to take control, change life styles and improve their own health and wellbeing. The programme aims to understand the community to develop local strategies to empower service users to drive forward services which are co-produced.



Case study two

The Llynfi valley area of Bridgend County Borough has never had a huge involvement of council run services for young people. A meeting in March 2014 announced all direct provision for young people would come to an end including regular grant funding. A number of third sector organisations attended and afterwards met and discussed setting up a voluntary sector youth service.

The group formed a social enterprise made up of two major centres and a number of smaller clubs based around Noddfa and the Llynfi valley. The group also involved Maesteg Town Council and Llangynwyd Middle Community Council, which have enabled the group to link to policy forums, grants and council procedures.

The advantages is that they no longer need to compete with one another and are able to bid as one. Resources for young people are now delivered across the valley for a whole week and the new organisation is seen as advantageous to Commissioners.



Services provided by the Young Llynfi Ifanc members are co-ordinated with the social enterprise providing co-ordination, e.g. the group has worked together to ensure their activities are delivered across the whole week with training for staff and volunteers now delivered across all organisations, reducing costs and raising the skills with abilities of youth workers and volunteers across the youth provision within the Llynfi Valley.

The group have had a number of successful bids which include some work tackling anti-social behaviour with the Police and Crime Commissioner and working with Abertawe Bro Morgannwg University Health Board (ABMU) to provide substance misuse education.

The Young Llynfi Ifanc has established the basis for a comprehensive voluntary youth service across the valley.



Working together...

What are the barriers?

- Time and capacity of agencies;
- Rules, regulations, legal processes;
- Lack of trust;
- Engaging the right people;
- Need to be open and transparent;
- Entrenched cultures.

What are the solutions?

- Early engagement;
- Grass roots approach;
- A common vision;
- A want to embrace change;
- People to be open to learning;
- Willing to have shared risk;
- A shared vision.

Co-production values

BAVO and Wales Council for Voluntary Action (WCVA) worked with third sector organisations, procurement and commissioning staff within the local authority and health within Bridgend County Borough to achieve identified values which was paramount to the successful delivery of co-production:

- Listen - don't re-interpret what people say;
- Opportunity for elected members, professionals and communities to work together;
- Show equal regard to everyone;
- Deliver what people want;
- Act on what people say;
- Challenge people to change;
- Involve people in decisions;
- Involve a cross-section of people;
- Shared, working methods.

[Click here for further information](#)





Section 5

Models for collaborative working

Wales Co-operative Centre

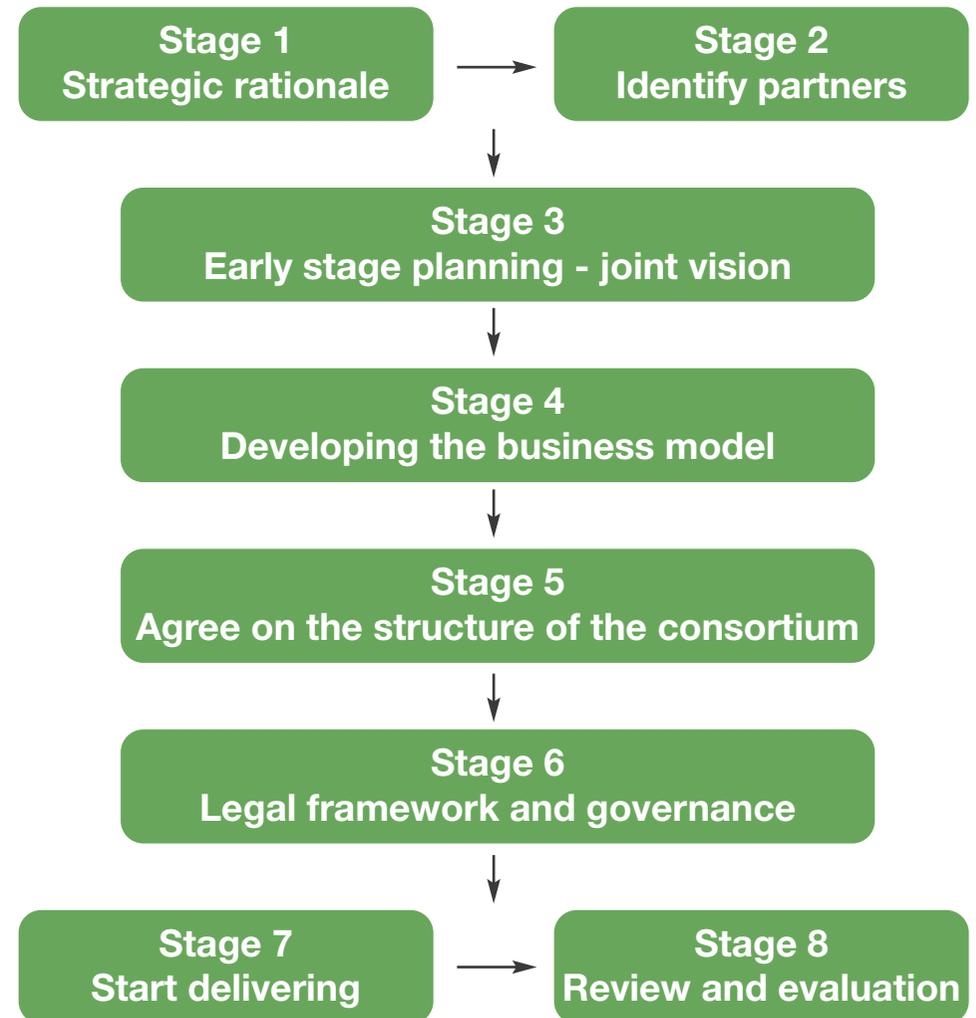
This content is attributed to use by Wales Co-operative Centre.

Consortia working is the joint agreement by two or more organisations who work together to meet a common goal yet remaining in their own entity.

There are many benefits of consortia working which include shared resources, staff and premises. It can create a more integrated service which uses the knowledge, skills and best practice of all organisations who are involved.

Those organisations who chose to be part of a consortia have shared responsibilities and risks and an added value when submitting procurement bids.

The Wales Co-operative Centre has designed a development stage for those who wish to look at consortia working:

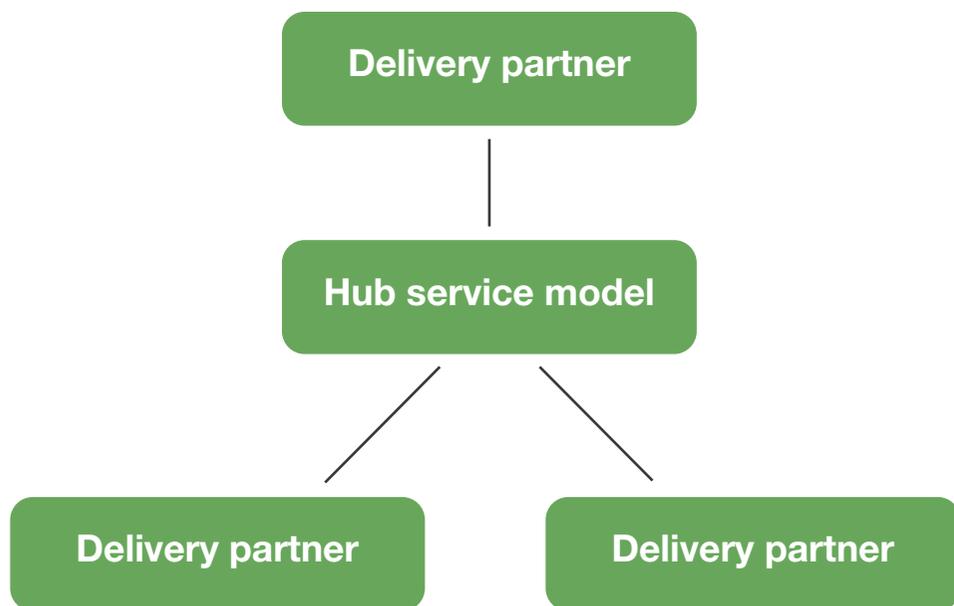




There are a range of models people can chose to work to:

Example 1

Hub and spokes model



The hub and spokes model is where a number of providers each with their own funding arrangements, are brought together to deliver a service and an outline of roles and responsibilities in a joint working agreement. Members should ensure that there is no restriction for them to bid on other projects and that a exit strategy needs to be agreed by all parties.

If a consortia are considering this model, it is important to contact the procurement team as soon as possible. Separate contracts would need to be agreed by each member, which could include an appraisal of their finances and technical abilities.

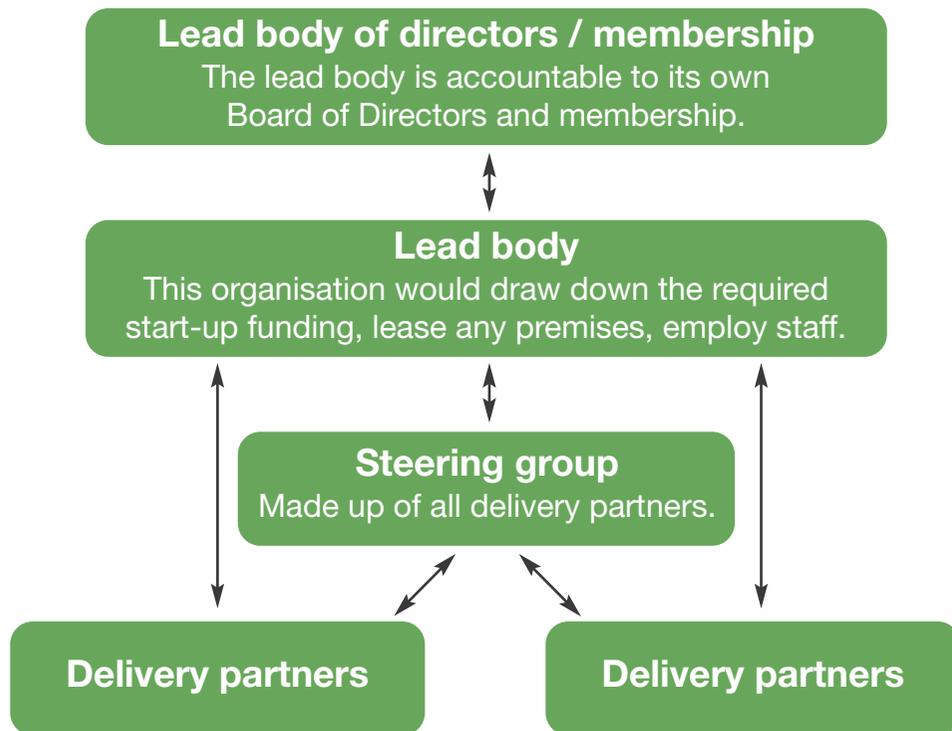
Regulations allow for a public body to insist that a consortium forms a single legal entity as a condition of contract.

Pros	Cons
Don't need the same type of legal arrangements associated with the Special Purpose Vehicle (SPV) model as each member has their own relationship with the commissioner.	This model would mean the Commissioner would engage in a financial relationship with all the partners not just with one body, be it a lead body or a SPV. Given the changing nature of public sector commissioning and the move towards rationalisation of process, this may not be something they would be keen to entertain as a viable model.
Allows for flexibility so delivery organisations can develop and change over time quite easily.	
Allows for more innovative service delivery.	



Example 2

Lead body model



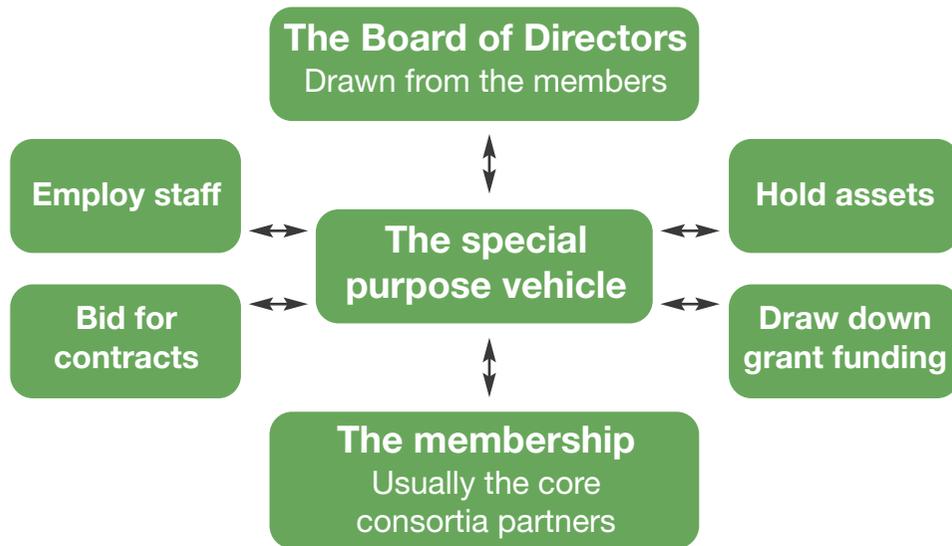
Information provided on finances and resources come from the lead body and supporting documents from consortia members. This model relies on a lot of openness and trust amongst members. The buying organisation can request information from all members of the consortium to include both financial and technical. It may be useful to discuss criteria and process before any selection of award.

Pros	Cons
It is a model that public sector bodies are used to working with and their procurement processes and management systems are geared up to work around this model.	The financial responsibilities fall with the lead body, hence you need to identify an organisation willing to take that risk.
Gives the Commissioner a single point of access for services to be delivered.	The sub-contracted members of the consortia could feel disenfranchised as it is not an equal partnership.
Can be pulled together relatively easily if working within a tight timescale.	Small organisations still at a disadvantage, as due to their size, they would never be in a position to tender as lead body so would always have to act as a sub-contractor body.
Smaller organisations can benefit from scale of working with larger partners who can act as lead body.	



Example 3

Special purpose vehicle



This is an advanced form of collaboration and can be seen almost as a merger. This is formed as a legal entity for financial and governance arrangements. More commonly used for larger contracts it can directly employ staff from either a membership organisation within the consortia or on fixed term contracts.

If you intend to use this model, it would be useful to discuss this with the buying organisation to ensure that they take in to account the collective experience of all organisations included in this consortia to include past history of work.

If during the delivery of the special purpose vehicle there are assets which have a value for e.g. the purchase of computer/office equipment, there must be a sale price included as part of the process. At the end of the project any items purchased must be sold or can be transferred to another project.

Pros	Cons
Promotes more of an equal partnership amongst the members.	Can be difficult to attract funding as no track record of delivery at start-up phase.
Once established can be used over and over again to deliver new initiatives, bid for contracts.	Lack of understanding of the model by Commissioners.
The model can be flexible e.g. if agreed, not all members need be involved in delivery.	Could create additional costs for the founding members – need to balance this against the proposed return.
Membership can be expanded if additional skills or coverage is required.	As no one partner has direct control, this could put off those who like operate in this manner.
Can be established using a not-for profit legal structure or can be more commercial.	Can be time consuming to establish, hence can be obstructive if working to a tight timescale.



Legal considerations for collaborative working

There are a number of legal considerations for those who chose to work collaboratively, the table below gives some solutions to addressing these:

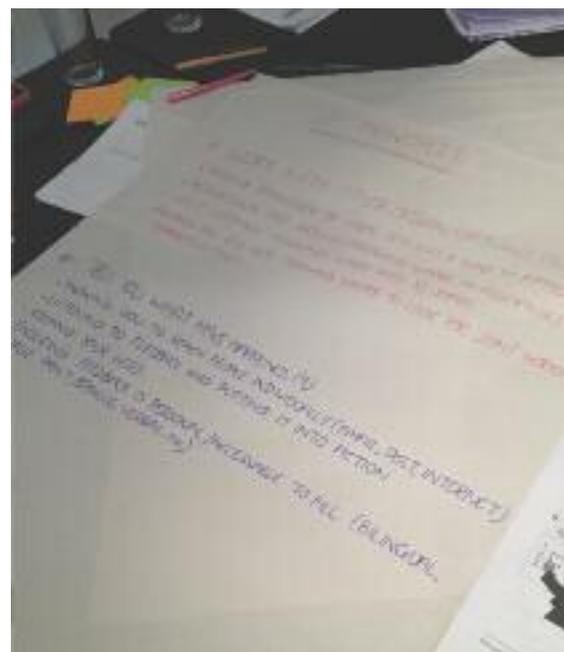
Issue	Potential solution
Clear understanding of the relationship between collaborating parties.	Joint Working Agreement.
Collective ownership of assets.	Creation of a Trust Declaration of Trust Document.
Ownership of products/services.	Ownership of products/services.
Delivery within a lead body model.	Sub-contract Agreement.
Ensure the consortium is recognised as a social enterprise in its own right.	Socially Structured Memorandum and Articles of Association.
Clarity on role of steering group in lead body model.	Terms of Reference.

Content is attributed to use - source: Wales Co-operative Centre

[Click here for further information](#)

For further advice visit:

- [Wales Co-operative Centre](#)
- [Welsh Council for Voluntary Action \(WCVA\)](#)
- [The Office of Fair Trading](#)
- [Public procurement teams](#)





Section 6

What's a contract and what's a grant?

It is important to recognise the difference between grants and contracts. The things to look out for are:

Grants	Contracts
The arrangement will comprise a financial payment to support the recipient either generally or in respect of certain specific activities undertaken by the recipient.	The arrangement will create a legally binding contract.
The recipient will be under no legal obligation to deliver any services.	The recipient will be legally obliged to deliver the specified services.
The funding body will be under no legal obligation to provide the grant monies to the recipient.	The funding body will be legally obliged to pay the recipient for the provision of the services.
The recipient will only be permitted to use the grant monies for the specific purposes for which they are made available. The funding body will typically have a right to claw back the monies if not used or if misused.	

Please note: just because an arrangement is called a 'grant' or a 'grant agreement', it doesn't mean the arrangement is a true grant in the strict legal sense.

Many arrangements which are called 'grants' or 'grant agreements' will in fact be to satisfy the requirements of a contract. (Source: Grants and contracts: Geldards Law Firm November 2013).

[Click here for further reference](#)

Procurement

Registering on Sell to Wales enables you to be notified of pre-tender engagement sessions held by local authority procurement.



These will enable you to hear about tender opportunities, timescales and to give feedback.

You will be able to get the right CPV codes for notification of tender opportunities and provider engagement sessions for your organisation.

Visit www.sell2wales.gov.uk for further information.



Pre-tendering (engagement sessions)

- To be part of these sessions you need to follow instructions to get a place and email the procurement team;
- To tender, register on to Sell to Wales;
- The overview of the tendering process will be received in a notification.

Under £25,000	Above £25,000
The local authority is required to request three quotes.	It is still a quote but is openly advertised. For those that wish to apply for a tender between £25,000 - £75,000 you still need a quote, this will need to be openly advertised (open doors charter).

Tips

- Go for small and big tenders (as long as these are within your ability to deliver);
- Always attend the pre-procurement provider engagement sessions (will give indication of time scales and get the opportunity to have an input into specification);
- Sell yourself;
- Do not assume that officers within public services know who you are;
- Use local case studies (under Added Value);
- Demonstrate your experience;
- In the qualification envelope include any existing projects/services you are currently delivering on within the local area (be prepared for this, write these and save them for future use);
- Keep updating your Added Value, ready to populate the information;
- Have a little folder – insurance documents, signed health and safety statement/ policy, accounts, environmental policies, Equality and Diversity policies, any relevant current/historical contracts which covers a similar area to what they are tendering for, sustainable policy and Welsh language policy. If you do not have any, give an explanation why;
- Qualification is a pass/fail – this is historical information about you as a provider.



Next (scored quality) methods statements

- Read the question;
- Refer to the specification to give you a basis to respond and remember to personalise this. This is an opportunity for small third sector organisations to promote and demonstrate your local links and the presence that your organisation has within the county borough, including work which you do with other providers;
- Added social benefit is the added value as a local provider that you can bring to the tender;
- Do not assume that the panel know everything that you do already, you need to write and tell them, assume they do not know you, your organisation and the work which you do;
- To maximise a bid consider collaborative bids (this will give justification to extend the deadline of a tender), be imaginative – utilise existing resources to add value to the pot of money that is available;
- Don't be afraid to use the information more than once if relevant;
- Only respond to the relevance of the question with sharp, concise sentences, don't get side tracked in your response. There are word limits so make this central to the question;
- Attach any case studies as a reference (use service user voice).

If you are scored and go through to the next process, you will be invited to an interview or to provide a presentation.

Presentation / interview

- You will be given a theme to speak on;
- Think visual methods;
- If relevant, bring someone who uses your service to come with you, (unless stated that this is not appropriate).



Question: When providers receive a successful or unsuccessful letter, is there is an opportunity to request feedback?

Answer: Procurement would suggest you contact the buyer to arrange an appointment as soon as possible.

Question: What is spot purchasing?

Answer: Spot purchasing is procuring on an 'as and when needed' basis which is a stand alone contract or an individual basis.



E-tendering

The majority of tenders now are e-tendering. The portal is etenderwales (BRAVO).

[Business Wales](#) can guide you through this system and help review their submission.

The advantages of e-tendering are:

- Lower costs;
- No printable copies;
- Can save this and make changes up to submission;
- Upload documents.

Changes to procurement in Bridgend County Borough which are an advantage for third sector

- Reduced the number of method statement questions;
- A lot of the score is on the presentation and interview;
- Put in word limits on questions.

If in doubt ask as many clarification questions as possible, there is always a deadline to ask for a response, do not wait until last minute. You can send any questions through the e-tendering portal.

Source: Procurement Department, Bridgend County Borough Council.

[Click here for further information at wales.gov.uk](#)

[Click here for further information on third sector trading](#)





Section 7

References and further support

Bangor Institute for competition and Procurement Studies:

- [Tender Review Service](#) (TRS) provides £2,400 of FREE assistance, as well as the opportunity to gain credits towards a MASTER'S level qualification;
- [Tender Review Workshops](#): learn key lessons about the do's and don'ts of tendering, see things from the procurer/evaluator's eyes and be evaluated on a fictitious tender that will highlight common tendering mistakes;
- [Business Wales](#).

Additional references

Procurement and the Third Sector: Guidance for the Public Sector in Wales, March 2008.



3. find best ways to engage suppliers
4. Concerns about quality of information
5. To engage public - particularly
6. This is to encourage participation/engagement
in a related process
7. Don't communicate with - feedback
8. To allow to engage with public