

MMIAH Interreg Project – Tender Specification

Work Package Three – MMIAH White Paper

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1. Introduction

The Liverpool City Region Growth Company (LCRGC) is one of nine partners participating in the Military, Maritime and Industrial Atlantic Heritage Project (MMIAH). Comprising 7 work streams, the project is funded through the European Development Fund (ERDF) and runs to December 2020.

This tender specification sets out the key deliverables for the development of a white paper under work stream three of the programme. The aim of the white paper is to consolidate and transfer the results of partner activity that have been delivered in the MMIAH programme and use these learnings to establish a best practice guide that will help inform heritage regeneration within other areas of the European region. On its completion, the white paper will also provide the basis for expanding the current network of partner cities with heritage tourism interest and help to establish relationships with existing heritage networks across the European Union.

The specification also sets out the scope of requirements for the delivery of the white paper and specifies the timescales within which the activity must be completed.

2. Background

The MMIAH project is part of the Interreg Atlantic Area ERDF programme and commenced in July 2017. The project has nine city partners from the UK (Plymouth and Liverpool), Ireland (Cork and Limerick), France (La Rochelle and Cean), Spain (Cadiz and Ferroll) and Portugal (Ilhavo).

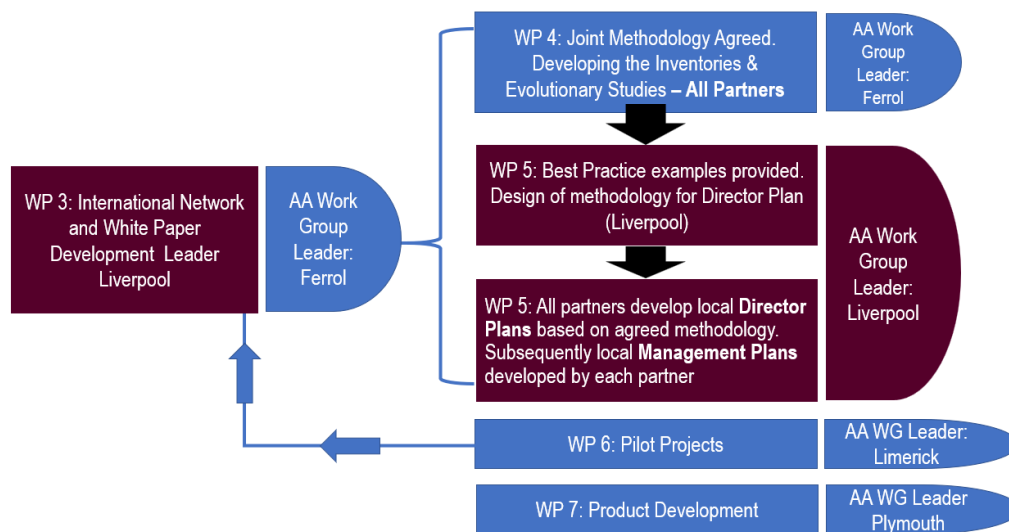
The project is focused on the recovery and rehabilitation of abandoned military, maritime or industrial heritage sites located on the western coast of the Atlantic area for tourism and the benefit of local communities.

In delivering this, the MMIAH project has funded a programme of research and development activity to establish those sites that offer the greatest potential in this regard. It has supported the creation of operational and maintenance plans for each city to inform the detailed development of assets that have been prioritised. Through a range of pilot intervention plans, the MMIAH project has also supported projects at agreed locations to encourage local resident engagement in local military, maritime and industrial (MMI) heritage, as well as repurposing them for tourism. Finally, through the development of a white paper, the project seeks to develop best practice for the development of MMI heritage and at its conclusion, will have established a joint use planning and management model that can be transferred and implemented in other cities.

3. Structure of the Project – MMIAH Work Streams

The 7 work streams (WPs) associated with the MMIAH project do not run sequentially.

WP 0 – 2 relate to project management and project communications. Work programmes 3 – 7 focus on the review, development and delivery of MMI – see key relationship flow diagram below:-



In gathering the evidence base for making the recommendations within the White Paper, a programme of evaluation and development work has been undertaken by each project partner in WP4 and WP5. WP4 has required each partner to develop an evolutionary study for each participating city/district to assess the development (over a set period of time) of the MMI heritage of that area and assess its value. Using the findings of the Evolutionary Study, WP5 required project partners to identify best practice examples of the recovery and management of MMI heritage assets in their areas and then prioritise development opportunities through the creation of a Director Plan. The final element to WP5 was the delivery of a Management Plan by each partner setting out the proposals for developing the assets identified in the director plan.

Alongside WP4 and WP5, WP6 focused on the delivery of pilot interventions/actions aimed at restoring identified MMI heritage assets to their former use or to adapting them for new uses. This work stream is also focused on replacing lost or missing MMI heritage through physical or cultural initiatives.

WP7 is centred on the development of a joint product that will be promoted by each of the participating cities. This work programme is split into four areas covering the design and development of bookable tourism product, the use of SMART tourism technologies and joint marketing initiatives targeting the international travel trade.

WP7 lies outside the scope of the white paper

4. Liverpool City Region – Role

The LCRGC (formally the Liverpool City Region Local Enterprise Partnership) is the nominated project lead for the Liverpool City Region. As part of this role, it has overseen the delivery of all local activity under each of the work programmes, including the creation of local working groups and appointing external support to deliver WP4 and WP5. As the lead partner for WP5, the LCRGC also commissioned external support to develop a common methodology for all partners to use when developing their Director Plans.

As the project partners near the completion of their activities under WP4, WP5 and WP6, the LCRGP also has the responsibility for producing the white paper (WP3) on behalf of the MMIAH partnership. On completion, the findings/recommendations will be presented in each of the partner countries, as well as providing the catalyst for expanding the network of partner cities associated with the MMIAH project and to engage existing networks. To satisfy the funding requirements, the white paper must be completed in June 2020 to allow the networks to be established before the project ends on 31st December 2020.

5. Progress to date

Each partner has used a common methodology and completed the development of their Evolutionary Studies under WP4. In terms of the activity required under WP5, a common methodology was also developed by the LCRGC and agreed by the partnership for the delivery of the director plan in January 2019. Whilst the majority of partners have completed their director plans and the resulting management plans, the partnership has agreed that all outstanding plans must be completed by 28th February 2020.

In terms of activity being undertaken by partners under WP6, each partner has developed separate pilot interventions under the three action areas associated with reconversion of MMI heritage assets in disuse, virtual modelling and the development of cultural products. Under each of the three action areas the partners are progressing approximately 20 individual projects with all activity expected to be completed by Summer 2020.

To support the development of the white paper, each partner will produce a summary report for WP6 describing the scope of their project(s), deliverables/outputs and the strategic fit with the overall objectives of the MMIAH project. It is anticipated that the reports will be available in March 2020.

6. Approach

The White Paper will be one of the main outputs of the MMIAH project in terms of evidencing the strength of collaboration across the project partnership and ensuring the legacy of the project is able to benefit other maritime cities/towns once it has completed. It will also be an important tool for sustaining the current network, evidencing the potential for securing new investment as well as attracting new partners with shared interests in tourism and heritage led regeneration.

There is no standard template for the development of the white paper, however there are likely to be other projects where similar outputs have been required and will provide an important source of learning in this instance. The approach for developing the white paper into a meaningful document capable of guiding other cities will therefore be based on the following broad areas:-

- a) Assessing the overall methodology of the project in terms of heritage led regeneration, governance and management.
- b) Assessing the agreed methodologies WP4 and WP5 and evaluating how effective the project partners have been in developing their individual Evolutionary Studies, Director Plans and Management Plans to meet the project's outputs and objectives.
- c) Assessing the effectiveness of the pilot interventions within WP6 against the priorities for repurposing lost or abandoned MMI heritage assets for tourism. Criteria will ultimately need to establish the success of the interventions in terms of conserving the MMI heritage of the partner cities and the contribution of the project to sustaining these assets over the long term.
- d) Evidencing the best practice and learning from the above interventions that can be replicated in other cities for the development of new MMI heritage related projects.
- e) The opportunities for sustaining investment and establishing new networks and partnerships across the west coast Atlantic Area with common interests in MMI heritage and tourism.

Given the breadth of these outputs and the specialist knowledge that will be needed (including heritage, urban planning, tourism, governance and conservation etc), external support is needed to support the LCRGC in developing the white paper. It is envisaged that the support will be focused on leading the following areas of activity:-

- Establishing the overarching methodology and structure for the development of the white paper.
- Collating and reviewing partner submissions for WP4, WP5 & WP6.
- Assessing the quality of partner submissions and compliance with the agreed methodologies.

- Liaising with the project partners and preparing the final report, recommendations and best practice guide.

In forming the white paper, it is expected that case studies of individual partners will be used to evidence examples of MMI heritage best practice in terms of project delivery, governance, community engagement and integration with local planning frameworks for example.

7. Scope & Key Deliverables

The scope of the brief relates to all partner activities undertaken in WP4 and WP5 relating to the inventories of partner assets, the guiding methodologies and the subsequent Evolutionary Studies, Director Plans and Management Plans. The methodologies for WP4 and WP5 are available on request.

In terms of WP6, the scope will include all of the pilot projects undertaken by the project partners. The information will be collated by the LCRGC against agreed headings once the structure/methodology of the white paper has been agreed. The review will be expected to assess the impact each pilot project has had on ensuring the survival and sustainability of MMI heritage in the partner cities. Where relevant, case studies of individual projects within WP6 will be required to evidence best practice and support the overall conclusions and recommendations of the white paper.

The format and structure of the paper will be agreed with the LCRGC in conjunction with the wider MMIAH partnership. Following the process of review and consultation with project partners, the white paper must be based on the overall project methodology used for recovering and developing MMI heritage assets. Within that context, it will combine expert knowledge and the available research to demonstrate the effectiveness of the aforementioned work programmes in identifying the evolution of MMI heritage in the partner cities and the subsequent interventions for increasing tourism, conserving and sustaining assets (tangible and intangible) and engaging local communities. Importantly, it will also provide an effective toolkit for other cities within the Atlantic area to structure their own MMI activity and build the reputation of MMIAH network for attracting new partner regions and investment.

8. Timeline & Milestones

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

	w/c 10 th February	w/c 24 th February	w/c 2 nd March	w/c 6 th April	w/c 20 th April	w/c 18 th May	w/c 1 st June	June/July
Selection Process & Award								
Project initiation meeting								
Outputs Review Commences – WP4, WP5, WP6								
White Paper Methodology/Structure Agreed								
Outputs Review Completes – WP4, WP5, WP6								
White Paper First Draft								
White Paper Second Draft								
White Paper Final Draft/Version								

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

Milestone	27/1	14/2	17/2	20/2	24/ 2
Project Specification Issued					
Submissions / Tenders received					
Written submission evaluation					
Award					
Inception meeting					

9. 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 6 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 Amanda Horgan at Amanda.horgan@liverpoollep.org BY 12 NOON ON 14th February 2020.

10. Contract Award Criteria

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

Price 35%
Quality 65%

The Liverpool City Region Growth Company will 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 and expertise will you bring to the project in terms of developing authoritative documents that have used best practice to shape policy and guide development across other networks/areas (33.3%).
- What is your track record in delivering heritage/tourism projects of this nature and working across multiple partners? (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 heritage/tourism sector.

Terms & Conditions

The LCRGC 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 LCRGC does not negotiate these standard terms as they are considered to be fair and reasonable.

Conditions of Tender

- Please be aware that due to the relatively low indicative budget for this work (i.e. less than the current OJEU limits) there is no regulatory obligation for us to provide feedback if you are unsuccessful.
- We reserve the right to discontinue this tender process at any time and not award a contract.
- You will not be entitled to claim from us any costs or expenses which you may incur in preparing and/or submitting your Tender at any stage of this exercises. This applies whether or not your organisation is successful.

11. Budget

Based on external support for the development of the White Paper (inclusive of VAT) a maximum of €20K / £17,000 has been allocated to this project.