

**INVITATION TO PROVIDE A PROPOSAL FOR THE FACILITATION OF A REVIEW OF STRATEGIC OBJECTIVES AND ASSOCIATED DELIVERY PLAN FOR 2025/2026/2027 – SECTION 6 OF BUSINESS PLAN**

**Facilitation of the review of strategic objectives for 2025/2026/2027. Including designing a comprehensive reporting delivery plan on the agreed objectives for the three year period. Essentially a review of Section 6 of our Business Plan.**

**June 2024**

Pineview Housing Association Ltd

5 Rozelle Avenue, Glasgow G15 7QR

Registered society under the Co-operative and Community Benefit Societies Act 2014 - 2375R(S)

Registered with The Scottish Housing Regulator - HAC231

Registered Scottish Charity - No SCO38237; Property Factors Registration - PF000151

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### Introduction – Association Background Information

Pineview Housing Association Limited is registered with the Scottish Housing Regulator, the Financial Services Authority and the Office of the Scottish Charity Regulator. The Association is a registered Charity SC038237 and operate under the SFHA Model Rules 2020.

The Association was established in 1991 by local residents who were determined to improve the management and maintenance of their homes and enhance the local environment. 1992 began a major programme to modernise and build new homes in the Pinewood area. Although the Association began its life in the Pinewood neighbourhood, the Committee of Management undertook incremental and small scale growth through stock transfers, transfer of engagements and land acquisitions. The Association now operates in the Broadholm, Cairnsmore, Pinewood, Waverley, Broadholm and Stonedyke areas of Drumchapel. Our future strategy is to consolidate and build on the investment made over the past years.

The Association now owns and manages 853 rented homes (including one HMO care unit); has a share in 21 shared ownership homes and provides factoring services to 30 owner occupiers. All of the properties we manage or provide services to are within the Drumchapel area of Glasgow, with the exception of one property in Knightswood. Drumchapel is in the northwest area of the City of Glasgow and is bordered by West Dunbartonshire and East Dunbartonshire.

As a not for profit charitable housing association, our surpluses are retained for the long term benefit of existing and future tenants with our main objectives being to provide good quality housing at affordable rents and to continue to maintain our properties to the highest standards.

The Association is in a financially sound, having prudently managed the organisation’s resources over the years and are implementing effective future planning.

### Business Planning Background Information

Pineview’s Business Plan document is a core strategic document of the Association developed for the purpose of determining and communicating our organisational objectives and recognising the actions we require to undertake to achieve our objectives. Effective business planning is crucial for the continued success of the Association. Our planning process allows the organisation to link strategic and operational aspects of our business. It is a cyclical and continuous process and needs to be core to the work of the Association.

Our business plan and our business planning processes are “live”, meaning this is an ongoing process and our business plan is continually reviewed to ensure it is current, with updates and amendments implemented as required.

In determining our business plan, Pineview always considers how it can best use its resources to meet demands. This process involves appraising various options to facilitate decision making and achieve outcomes to meet the strategic objectives of the business. Options appraisal approaches are utilised when considering all aspects of the business plan including reviewing our mission, values and objectives, our priorities, our performance indicators, our risk management, our financial planning, and our approach to internal audit. Pineview undertakes regular SWOT analysis, benchmarks our performance against local and national peers and Scottish averages, and includes analysis of our customer satisfaction.

Our Committee of Management has ultimate responsibility for the governance and direction of the Association, and it is crucial that all business planning flows from this. Our business plan sets out what our Committee of Management have determined the Association should be trying to achieve and identifies the opportunities and choices available and the risks that need to be considered and managed. Staff are responsible for ensuring that accurate, relevant, and good quality information is provided to allow our Committee to determine a strategy with a full understanding of strategic options and risks. All staff, individually, in partnership and as departments, have responsibilities for delivering various aspects of the plan.

Business planning is an ongoing process within the Association and the business plan document is not an end in itself. Our business plan is a “live” document and is utilised to assist Committee and Staff to meet the aims and objectives which have agreed for the Association and allows other stakeholders to have a comprehensive strategic view of our organisation and our objectives.

Our business plan requires to be kept updated in order to ensure it remains “live”. This ensures that the business plan is current, strategically aware and provides the basis for robust decision making at all times.

Other core business planning documents sit alongside the business plan and are central to any decision making. These related elements are referenced in the business plan including, for example, long term financial projections, loan portfolio, benchmarking, internal audit reports etc.

### Proposal Specification, Scope and Responsibilities

In 2021 the Association completed a transfer of engagements, bringing the ex Kendoon Housing Association into Pineview. This was a large project for the Association, bringing 319 tenanted homes into the core business of Pineview, with a number of promises made and to be delivered. As part of this change, the Committee undertook a review of the Association’s strategic objectives for moving forward.

Pineview worked with Allanpark Consultants to revise the Associations strategic objectives for the period 2022/2023/2024, and developed an associated delivery plan and targets (available on our website – [Section 6 of Business Plan](https://www.pineview.org.uk/business-plan-budgets-and-management-accounts/). The three year period for the existing strategic objectives and the delivery plan comes to an end in March 2025 and the Committee of Management want to begin work on the revision for the three year period 2025/2026/2027. This is not a review of our full Business Plan, but instead the three review of Section 6.

At the April 2024 Committee of Management meeting Committee discussed that 2024/25 was the final year of the existing strategic objectives, and a review was required for the 3 year period 2025/26 – 2027/28. Committee discussed that the Scottish Housing Net Zero Standard (SHNZS) would be a priority for the future but this would require additional analysis and consideration once SHNZS is finalised by the Scottish Government. Committee discussed that the existing strategic objectives were still relevant, although it would be beneficial to streamline to remove duplication and reduce the overall number from 7 to perhaps 4 or 5.

Committee discussed, and agreed, that it would be beneficial that the review involved an external person/organisation to provide unbiased and neutral facilitation and administrative support. This facilitation would allow another perspective to consider any current assumptions and assist to move the discussion and decision making forward. Committee discussed that October would be good timing for the facilitated review, with any follow on work to be finalised for Jan/Feb 2025 to enable implementation by April 2025.

It was decided that an advert would be placed for expressions of interest proposals to be submitted by interested parties for facilitating the review, drafting the 2025/26/27 strategic objectives and the related operational and administrative matters, and designing a comprehensive reporting delivery plan on the agreed objectives for 2025/26/27. Essentially a review of [Section 6 of our Business Plan](https://www.pineview.org.uk/data/06___Priorities_Section__June_2024__2024_06_17_17_35_43_644.pdf).

The Committee considered this further at the June Committee of Management meeting and determined an indicative framework timeline for bidders to deliver to:

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| When | Bidder to undertake | Outcome Sought |
| October 2024 | 2 x 2 hour long facilitated in person sessions with Committee and senior staff.  Provisionally planned for 6.15pm on Wednesday 9/10/2024 and 23/10/2024. | First session to scope out ideas, with second session to flesh out detail. |
| November 2024 | Stakeholder engagement on review of strategic objectives.[[1]](#footnote-1) | To take account of stakeholder views and feed into strategic objectives and delivery plan. |
| January 2025 | Present findings and proposals for strategic objectives to Committee of Management at January Committee of Management meeting - planned for 22/01/2025. | To allow Committee to conclude on strategic objectives for the three year period 2025/2026/2027. |
| February/March 2025 | Liaise with staff and devise delivery plan to facilitate quarterly reporting of achievements against approved strategic objectives. | Comprehensive reporting system to allow staff to provide quarterly reporting to Committee on progress to achieving strategic objectives. |

### The successful bidder will be expected to evaluate the existing and proposed arrangements in order to:

* facilitate the establishment of organisational strategic objectives for 2025/2026/2027;
* develop an effective delivery plan and associated documentary monitoring system to enable staff to report to committee quarterly, demonstrating progress against the achievement of organisational objectives;
* identify, assess and recommend action to manage risks to the achievement of these objectives;
* assess compliance with relevant policies, laws, good practice and regulatory requirements.

The Committee acknowledges that responsibility for ensuring that appropriate and adequate arrangements are established for internal control rests with the Association.

The Association is seeking a provider that is fully familiar and experienced with the operating, legal and regulatory environment in which Scottish RSLs function.

The following documents are amongst many that are available from our website by way of background information:

* Business Plan
* Annual Reports and Charter Reports
* Annual Financial Statements
* Management Accounts
* SHR Returns

<https://pineview.org.uk/performance/>

### Completion and Submission of Proposal

This is an open invitation to submit a proposal and interested bidders should take into account in their submission the relative complexity and size of the Association and the associated timelines for outcomes sought.

### Proposal Return Instructions:

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| The following instructions should be strictly adhered to, as any deviation may result in proposals not being opened or considered.  Please direct any queries or requests for further information to **Joyce Orr, Director** by **Monday 29 July 2024**. Please make any required contact by telephone: **0141 944 3891** or by e-mail: [**j.orr@pineview.org.uk**](mailto:j.orr@pineview.org.uk)  **Please note that Joyce will be on leave, and not available, until 16th July 2024.**  Please return your proposal by: **12 noon Monday 12 August 2024.**  Please return your proposal by email to: [**tender@pineview.org.uk**](mailto:tender@pineview.org.uk)  Please mark the proposal:  **‘Proposal for 2025-28 Strategic Objectives - Private & Confidential’** |

Pineview Housing Association Ltd will not be liable to reimburse any costs incurred by bidders during this process.

**Confidentiality of information:**

All information contained in the invitation is confidential. Likewise, all information included by the bidder in their proposal will be treated in confidence. Compliance with the General Data Protection Regulation and the Freedom of Information (Scotland) Act 2002 is required – our Tender Transparency Statement and FOI Statement for Tenders are enclosed for your review and completion as relevant.

**Timetable:**

The planned timetable for the Proposal process is as follows, any change will be notified to all interested parties:

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| **Stage of Process** | **Due No Later Than:** |
| * Issue of Invitation To Submit Proposal | 26/06/2024 |
| * Requests for further information/clarification | 29/07/2024 |
| * Return of Proposal | 12/08/2024 |
| * Presentations by Shortlisted Bidders (if required) | To be determined/agreed |
| * Decision on Successful Bidder | 26/08/2024 |
| * Award of Contract | 31/08/2024 |
| * Contract Start Date | 01/09/2024 |

### Evaluation Methodology

Evaluation of submissions will be carried out by our selection panel based on the information provided in the submission and fee statements. The panel will, if necessary, contact bidders to seek clarification of any aspect of their quotation.

Shortlisted providers may be invited to present and discuss their proposals at a selection panel meeting. The presentations will provide bidders with the opportunity to discuss their proposal in more detail.

While the Association is concerned to maximise cost effectiveness and value obtained, it does not bind itself to accept the lowest priced submission. Key criteria will be evaluated. Total scores for each criterion will then be weighted as follows:

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| Price | 30% |
| Contract Management | 20% |
| Service Delivery | 25% |
| Knowledge, Experience and Understanding of the Scottish RSL Sector Including Experience and Successful Delivery of Similar Projects | 25% |

### Contractual Terms, Monitoring and Fees

**Contractual terms**

The contract shall initially be for facilitating the strategic objectives review, drafting the 2025/26/27 strategic objectives and the related operational and administrative matters, and designing a comprehensive reporting delivery plan on the agreed objectives for 2025/26/27.

All details in the proposal, including the prices and rates, are for the proposed work to be undertaken and completed during the period September 2024 – April 2025.

**Monitoring**

During the contract, day to day liaison will be with the Association’s Director. You will nominate a person of sufficient seniority within your business to be responsible for the contract.

**Fees**

Rates should be submitted for the initial proposal together with details of how any additional/follow on work would be priced, by completion of the Fee Bid Form at Appendix B.

### Instructions For The Preparation and Completion of Submission

Proposals received will be evaluated on the basis of a review and measurement of the general content quality of the submission through the information detailed within the completed Submission Statement (your response to the requirements set out in the specification) and the Fee Bid Form details.

The Contract will be awarded on the basis of a Quality/Price ratio of 70% Quality, 30% Price. Criteria and scoring to be used in relation to the assessment of quality are set out in the submission statement.

Bidders should note that failure to provide the information requested in the Submission Statement may result in their proposal being rejected.

**SUBMISSION STATEMENT**

Please respond to the following questions by completing the attached submission document at Appendix A:

* **Contract Management (20%)**

Provide details of your organisation in relation to its governance structure, including the location of your head office.

Provide information as to how the quality of your service is established and monitored, including performance review.

Outline your proposals to ensure effective communication and liaison with relevant committee and employees of the association.

Outline the main challenges posed by the commission, and outline how you would propose to resolve those challenges.

Outline the arrangements that you would adopt to manage any potential conflict of interest arising during the contract.

Detail how the service you would provide will comply with any relevant good practice, regulatory and legislative requirements.

Please confirm that you have a Data Protection Policy, an Equalities and Diversity Policy, and a Health and Safety Policy. Copies of these will be sought from the successful tenderer.

Please give details of your Professional Indemnity Insurance.

* **Service Delivery (25%)**

Provide details on how you would deliver the project requirements in the timescales specified.

Set out the key steps you see between commencement and conclusion of the project, with an indication of the timescale at each stage.

Indicate the level of input you would expect from Pineview staff and committee.

Describe the approach you will adopt for carrying out this project for Pineview HA and what your proposed workplan is, including target response times and use of IT.

* **Knowledge, Experience and Understanding of the Scottish RSL Sector Including Experience and Successful Delivery of Similar Projects (25%)**

Provide details of previous similar strategic objectives projects you have undertaken in the RSL sector. The Association is seeking a provider that is fully familiar and experienced with the operating, legal and regulatory environment in which Scottish RSLs function. Please provide details of the Scottish RSLs your firm has provided similar services to, with a summary of the work undertaken and when this was. Please highlight those of a similar size and complexity to Pineview.

Indicate your ability to advise on relevant regulation, legislation and guidance and detail how you would do this.

Detail your proposed team structure, identifying all relevant personnel to be allocated to the commission, detailing roles and responsibilities. You should also indicate any personnel who may be involved in a reserve capacity, in the absence of any of the main team. Please also give details of the office(s) all these individuals work from.

For all staff detailed above, please provide details of:

* their job title
* relevant qualifications;
* the date they joined your firm;
* their experience within the Scottish RSL environment;
* relevant training they receive.

Identify the senior staff who will be responsible for the project, demonstrating why their skills and expertise would be significant to a successful service to the Association.

Demonstrate that the relevant skill, knowledge and experience is available within the proposed team to meet the Association’s requirements in relation to this project.

Provide details of two similar organisations who we may contact for a reference. Details should include a named contact and email, telephone and postal contact details for that person, and a summary of work undertaken.

### Termination of Appointment

The contract with the selected bidder shall be at the sole discretion of the Association and subject to satisfactory ongoing performance and review.

In the event of serious shortcomings on the part of the selected bidder, the Management Committee may terminate the contract with immediate effect, without compensation, notwithstanding any agreement between them and the Association.

### Contacts

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| **Nominated Contact**  **Director** |
| Joyce Orr  Pineview Housing Association  5 Rozelle Avenue  Glasgow  G15 7QR |
| Email: [j.orr@pineview.org.uk](mailto:j.orr@pineview.org.uk)  Phone: 0141 944 3891 |

**APPENDIX A - SUBMISSION STATEMENT**

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| **Contract Management (20%)** |
| Provide details of your organisation in relation to its governance structure, including the location of your head office.  Provide information as to how the quality of your service is established and monitored, including performance review.  Outline your proposals to ensure effective communication and liaison with relevant committee and employees of the association.  Outline the main challenges posed by the commission, and outline how you would propose to resolve those challenges.  Outline the arrangements that you would adopt to manage any potential conflict of interest arising during the contract.  Detail how the service you would provide will comply with any relevant good practice, regulatory and legislative requirements.  Please confirm that you have a Data Protection Policy, an Equalities and Diversity Policy, and a Health and Safety Policy. Copies of these will be sought from the successful tenderer.  Please give details of your Professional Indemnity Insurance. |
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| **Service Delivery (25%)** |
| Provide details on how you would deliver the project requirements in the timescales specified.  Set out the key steps you see between commencement and conclusion of the project, with an indication of the timescale at each stage.  Indicate the level of input you would expect from Pineview staff and committee.  Describe the approach you will adopt for carrying out this project for Pineview HA and what your proposed workplan is, including target response times and use of IT. |
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| **Knowledge, Experience and Understanding of the Scottish RSL Sector Including Experience and Successful Delivery of Similar Projects (25%)** |
| Provide details of previous similar strategic objectives projects you have undertaken in the RSL sector. The Association is seeking a provider that is fully familiar and experienced with the operating, legal and regulatory environment in which Scottish RSLs function.  Please provide details of the Scottish RSLs your firm has provided similar services to, with a summary of the work undertaken and when this was. Please highlight those of a similar size and complexity to Pineview.  Indicate your ability to advise on relevant regulation, legislation and guidance and detail how you would do this.  Detail your proposed team structure, identifying all relevant personnel to be allocated to the commission, detailing roles and responsibilities. You should also indicate any personnel who may be involved in a reserve capacity, in the absence of any of the main team. Please also give details of the office(s) all these individuals work from.  For all staff detailed above, please provide details of their job title; relevant qualifications; the date they joined your firm; their experience within the Scottish RSL environment; relevant training they receive.  Identify the senior staff who will be responsible for the project, demonstrating why their skills and expertise would be significant to a successful service to the Association.  Demonstrate that the relevant skill, knowledge and experience is available within the proposed team to meet the Association’s requirements in relation to this project.  Provide details of three similar organisations which we may contact for a reference. Details should include a named contact and email, telephone and postal contact details for that person. |
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**APPENDIX B - Fee Bid Form**

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| Name of Company: |
| Project: Facilitation of a review of strategic objectives and associated delivery plan |
| **FEE BID – All PRICES SHOULD INCLUDE VAT IF CHARGEABLE**   |  |  | | --- | --- | | **Element** | **Bid** | | **Time proposed and element breakdown.** |  | | **Expenses Rates:** |  | | **Any additions / ongoing costs:** |  | | **Gross Total:** |  | |  |  | | **Detail of how any agreed additional/follow on work would be priced.** |  | | **Price Rate for any agreed additional work.** |  |   It would be useful to provide a costed schedule indicating how the above figures are arrived at.  Signed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  For: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

**Appendix C**

**FREEDOM OF INFORMATION**

The Association may disclose information contained within a bidder’s response in compliance with a request made to the Association under the Freedom of Information (Scotland) Act 2002 (“FOISA”) or the Environmental Information (Scotland) Regulations 2004 (“EISRs”).

Bidders are therefore requested to identify which parts, if any, of their response are commercially sensitive and / or confidential and explain what harm might result from their disclosure in response to a FOISA request or an EISRs request by completing the following table.

The Association is solely responsible in its absolute discretion for determining whether information contained within a bidder’s response will be disclosed in response to a FOISA request or an EISRs request.

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| **Sections of response** | **Reasons for exemption** |
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1. It is important in our planning that we take account of the views, opinions and actions of stake holders including our customers, government, funders, regulators, and other partners. [↑](#footnote-ref-1)