



CAPITAL INVESTMENT STRATEGIC BRIEF

“Thinking Local for Byker, reinforcing our customer developed strapline”

Our **Byker** – a great place to live and work.

Our **Community** – listen, engage, empower, make a difference.

Our **Tenants** – deliver high quality, value for money services with tenants at the heart.

SUMMARY

We have outlined below our procurement aspirations for partnership working in the delivery of the Byker Community Trust's (BCT) capital investment programme. We intend to work closely with partners to deliver a high quality investment programme that offers high quality improvements whilst maximising the social and economic benefits to the Byker Estate and its residents.

We know it's not an easy challenge but by working in partnership with common values, objectives and real passion for Byker we know we will make a difference, a positive difference which we can make to our community together.

Whilst this Strategic Brief will give you an insight into the vision, values and ambition of the BCT our tender evaluation expectations and weighting against cost and quality will be explicit within our tender documentation.

BACKGROUND TO THE BYKER COMMUNITY TRUST LIMITED

On 5 July 2012 BCT became the owner of 1,805 homes, land and other non-residential buildings across the Byker Estate following a stock transfer from Newcastle City Council. The Byker Estate is Grade II* listed and its heritage is of importance both locally and nationally.

As a society registered under the Co-operative and Community Benefit Societies Act 2014, the BCT complies with requirements of the Financial Conduct Authority ('FCA'). The BCT is also a Registered Provider of Social Housing and is regulated by the Homes and Communities Agency ('HCA').

As a Registered Provider of Social Housing, we are subject to the Public Contracts Regulations 2006 (as amended) and we adhere to the principles of fairness, proportionality and transparency detailed within. Our Financial Regulations provide the framework for the financial administration of the BCT with a view to ensuring that our financial affairs are conducted in a sound and proper manner, and that we achieve value for money in all our business activities. Financial Regulation 8 governs our procedure for obtaining goods, materials, works and services, of which Appendix A details our Procurement Procedure Rules.

INTRODUCTION TO THE BYKER COMMUNITY TRUST

BCT are committed and passionate about creating an environment and community in which everyone living, visiting and working in Byker is proud of.

Our Corporate Plan 2015-20 sets out our aspirations and what we hope to achieve by 2020.

Our Vision

BCTs Vision for 2020 is an independent Byker Community Trust where; we have delivered on the stock transfer promises; we ensure tenants have a key voice and role in decision making and we maximise access for local people into employment, training, health and educational opportunities.

Our Mission

“We work for people who have a voice and influence in our business; we celebrate our diverse neighbourhood; we provide quality homes, environment and services.”

Our Values

We will do our best for Byker by being:

- Ambitious for people and the community.*
- Energetic in our work with and for our diverse neighbourhoods.*
- Innovative in providing excellent services.*
- Open and transparent in the conduct of our business.*
- Unrelenting in our focus on positive change.*

At the heart of our values is our tenants and our residents. We want to work with partners that will share our commitment in the transformation of the Byker estate to improve the lives of its residents. We want to work with partners who understand the issues and challenges that the BCT face and those who are driven by improving that cause.

USING INVESTMENT WISELY

By 2020, BCT will have completed the delivery of the stock transfer investment promises, which not only achieve the required physical improvements but also maximise both asset and added value and contribute to the socio economic change required for our estate.

The £10m refurbishment of the Byker Wall is now complete and the £9.5m overhaul of the district heating system is well underway. BCT has delivered against its promise of bringing vacant and underused buildings back into use through the refurbishment of Avondale House to create 35 homes for veterans, the conversion of Chirton House creating 16 apartments for rent for the over 50's and 2016 will see the creation of 10 of BCTs hobby rooms to affordable homes for rent. All our refurbishments or conversions have included the creation of homes for the disabled in order to address our community's needs.

2016 will see the development of the final project committed in the transfer offer document which will deliver major environmental improvements across the estate with tenants involved in neighbourhood designs.

BCT are currently undertaking 100% stock condition surveys of our assets in order to develop by March 2017, a Comprehensive Asset Management Strategy and long term investment programme. A detailed investment programme will be implemented up until 2025, which will include the completion of our stock transfer promises and will utilise our existing £26m loan facility.

We aspire to our investment delivering improved 'life chances' with opportunities for programmes and training that will provide new skills, apprenticeships and jobs. By improving the economic and social conditions within the estate the wider health and wellbeing issues will also be enhanced.

This is not a quick fix but by sticking to our principles identified in BCT's Objectives, we know we can make a positive difference to all.

Some fundamental considerations from partners, to deliver BCT objectives could include:

Fulfilling the stock transfer promises:

- Development of BCTs Asset Management Strategy in conjunction with the delivery of our Community Engagement and Empowerment Strategy will ensure our tenants and residents are engaged and involved in shaping the capital investment to their estate. We value their opinion and respect their "on the ground" knowledge and acknowledge that ultimately it is their money we are spending; therefore any added value to enhance the offer to our community is of significant importance in the delivery of BCTs investment programme. We will review each opportunity ahead of implementing each procurement exercise and will set out our expectations and aspirations within the tender documents.
- Our individual projects within the programme are designed to respond to community priorities, maximise sustainability and the life cycle of our assets. We will endeavour where possible to maximise energy efficiency and reduce the carbon footprint of the Byker estate.
- Our capital investment improvements are the most expensive upgrade programme that we will undertake and it is critical that is managed effectively to deliver the improvements that Byker needs.
- We want partners who can demonstrate that they understand the BCT vision, mission and values, the issues that Byker faces, its challenges and its people. We want a partner who can embrace and get '*under the skin*' of Byker and in doing so create new and innovate initiatives programmes and investment which will improve self-confidence of tenants and residents and create a belief in the overall future of the Byker estate, and its economic wellbeing. We do not wish to be overly prescriptive as we want to encourage new innovative thinking and ideas.

Completing the journey to independence:

- Ideally where feasible, we would like to see businesses in, and around the City benefit from new business generated from our investment plans. However we do recognise due to the specialist nature of some works on Byker, an immediate supply chain may not be available, but our approach will seek to maximise the economic development of Byker and the City.
- We will proactively maximise opportunities and encourage our partners where appropriate to attract local, SME, start-up businesses and supply chains to deliver on Byker, in turn creating opportunities for employment. We will encourage meet the buyer events and associated support for these organisations.

- Through the BCT Investment Plan we will be offering to the market a range of projects in terms of value and nature of works, and in doing so we will always seek to attain value for money for our tenants and consider social value in all our procurements.
- There are some national standards that we will use as a benchmark on occasions and where relevant such as the HCA training and employment outputs. We see these as a minimum target level to monitor against with partners but strive to improve upon these where possible.
- We will outline clearly our expectations on the ratio of price and quality in our assessment criteria in order to achieve value for money in all our procurements. This will demonstrate to all potential bidding partners that although price is a key element, it is balanced with a high level of quality based outcomes around the community benefits that can also be realised.
- Our key objective aims to support our tenants into employment, training and enterprise opportunities. We are much more than a housing provider and that we will aim to help alleviate socio-economic deprivation.
- The Index of Multiple Deprivation, commonly known as the IMD, is the official measure of relative deprivation for small areas in England. It is the most widely used of the Indices of Deprivation. It ranks every small area in England from 1 (most deprived area) to 32,844 (least deprived area). These areas are known as Super Output Areas. It combines information from seven domains to produce an overall relative measure of deprivation. The Byker estate is comprised of four super output areas and according to the 2015 IMR, Byker is overall in the lowest 2% of deprived neighbourhoods in England, measured against the main deprivation indices:-
 - Income Deprivation 2%
 - Employment Deprivation 2%
 - Education, Skills and Training Deprivation 2%
 - Health Deprivation and Disability 2%
 - Crime 18%
 - Barriers to Housing and Services 39%
 - Living Environment Deprivation 55%
- We appreciate that all proposals will depend on how they fit within the works package that is being procured. The areas we believe should be considered in making partnership commitments and targets for outputs are:-
 - Social Inclusion and Equality
 - Skills Development
 - Training
 - Apprenticeships
 - Jobs / Employment
 - Enterprise Development
 - Health & Wellbeing
- Anyone bidding for work with us will need to recognise that Byker has a significant existing infrastructure of businesses and organisations operating that target delivery of community programmes. It is our aspiration that any partners should aim to:
 - Identify local organisations and businesses
 - Create jointly structured cohesive community programmes
 - Ensure a coordinated partnership response that provides complementary activity rather than isolated new programmes.
 - All these will maximise impact, address demographic considerations and consolidate resources and financial input.

Underpinning Value for Money and the financial security of the BCT:

- BCT is committed to providing an excellent service whilst maintaining value for money for the benefit of our tenants and other stakeholders. Partners who can demonstrate that they deliver value for money are very important however they must also show us how they can commit to a wider range of outcomes beyond financial and that they can engage locally with our tenants, thus enabling valuable social and economic initiatives across the estate.
- The procurement of contracts will be adapted to maximise value for money and the achievement of added value for our community.

Delivering excellence:

- We want partners who, like us, can see the holistic impact that a wide range of partnership initiatives can make and are prepared to work with us to make them happen.
- The BCT team is based at the heart of the estate and can work in partnership with the available advice, employment and training and other agencies to make sure Byker gets dedicated and joined up service provision.
- Byker has endured generational worklessness and has high levels of long term unemployment.
- We want to develop proposals that span across the generations in Byker including:
 - Engaging young people in programmes, positive actions and activity, which value their worth and recognise them as the drivers of Byker's future.
 - Helping people into work and sustainable careers from the estate, local schools and colleges.
 - Developing initiatives to support new skills and training to enable long term unemployed to gain confidence and capability to enter the jobs market.
 - Have a comprehensive range of programmes that gives new choices and opportunities in the work place.
 - Willing to provide some input into helping local primary schools and young people with the availability of role models and supporting enterprise initiatives.

FURTHER INFORMATION

If you have any queries, you can contact the BCT Team at:

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