



# **Muirhouse Housing Association**

## **Board Development Services**

### **Invitation to tender**

Tenders must be submitted no later than Monday 4 November 2019 at noon.

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## 1. Background

Muirhouse Housing Association Limited (MHA) is a community based housing association providing 570 homes to people in the Muirhouse area of Edinburgh. Currently there are 11 members of staff and a number of services we deliver in partnership with other associations. With strong roots in the local community MHA aims to provide a quality housing service and support the development of a strong local community.

There is one other company associated with MHA;

- Muirhouse Homes Limited (MH4) – wholly owned by MHA. It is a subsidiary set up by MHA in 2014 to take advantage of private housing opportunities offering 60 mid-market rent properties. Profits are gift aided to MHA.

We currently have 13 Board Members on the parent Board and 5 on the subsidiary Board (of these 2 are independent, 3 are from the parent Board). We have an Audit and Risk Committee and a Staffing Subcommittee, both made up of Board Members of MHA.

MHA is a Registered Social Landlord with charitable status.

The work must be in accordance with legal and regulatory requirements.

## 2. Statement of Requirements

SECTION 3 outlines the information that must be included in tender submissions. Failure to provide all or part of the information may result in your submission being excluded from the evaluation process.

The contract shall cover the provision of Board development and support for three years. The contract may be extended during the period to cover associated and group companies. The contract will be for a period of 36 months, with the possibility of an extension of a further 12 months, subject to satisfactory performance.

The consultant will be expected to carry out all aspects of support to the Board and Chief Executive to provide assurance the MHA Board is effective and that the Board Members understand the current operating environment, know their roles as Board Members and Charity Trustees, are able to think strategically and their skills and experience meet the future needs of MHA.

The Consultant will report at least annually to the Board of Management.

### **3. Scope of Service**

The scope of the Board Development service includes carrying out the annual appraisals for all Board Members and Senior Management, being involved in all areas of Board development and training, as well as working with the Chief Executive to plan, run and evaluate the annual MHA Strategy Day for Board and staff.

The service is to be performed to a high standard, timeously and within agreed costs.

The basis of the appointment will be a formal letter of engagement.

#### **Minimum Requirements:**

At a minimum we would expect the service to incorporate for both the Association and its Subsidiary:

- Annual Appraisals of all Board Members assessing the learning and development needs of individual board members as well as the Board as a whole, resulting in personal development plans for all Board Members;
- An Assessment of the respective contributions of the Chair and Senior Management through a 360-degree approach in line with current Performance Framework;
- A review of the skills of each Board Member and their capability to meet current and future business needs, understand the operating environment and think strategically;
- A review of how well the Board performs its key role and how successful it has been, including whether the Board provides effective support, scrutiny and challenge to the Staff Team;
- A review of the effectiveness of Board relationships, individual roles and its role as a team;
- A review of the composition and size of the Board, the skills and experience that need to be represented among its members and its position in relation to Equality and diversity;
- Support with the planning and running of the annual MHA Strategy Day(s), including presentations and a summary report of actions and outcomes for the day(s).

#### **Additional Requirements:**

In addition, we may require the Consultant to provide expert professional advice and guidance on:

- Our Development Framework and current Performance Management Policy;
- The development of a framework for surveys of Board and Staff;
- Recruitment, including the development of a skill matrix to ensure we can recruit to fill skill gaps in our current structure;
- All policies and key documents relating to the Board, such as role descriptions, recruitment policy, Standing Orders, Assurance Statements, Rules and remits of our subcommittees;
- Key areas of interest in the sector, for example through the provision of short training sessions to the Board.

### **Timetable of Events (Approximate):**

Introduction to the Board of Management	30 November (mandatory attendance)
Review of current Performance Management Framework, relevant policies and Board role descriptions.	December/January
Planning and preparing for MHA Strategy Day	December/January
MHA Annual Strategy Day	February
Board Member annual appraisals	April – May
6 monthly review of appraisals and development plans	November
Training and Support	Throughout the year

## 4. Notes to Tenderers

There will be performance indicators set down for the measurement of the quality and efficiency of service delivery:

- Cost/Value for money.
- Timely issue of reports on completion of appraisals, Strategy Days and other reviews.
- Performance against agreed plan.
- Quality of added value advice.

All tenders should be submitted through Public Contract Scotland by Monday 4 November 2019 at noon. All applications will be acknowledged.

Bidders will be judged on the following evaluation criteria;

- The bidder's methodology, particularly in the areas of Board Member appraisals and quality assurance as well as their ability to 'add value' by providing useful business advice;
- The quality and depth of experience and qualifications of the proposed consultant;
- A detailed understanding of the Housing Association sector, the Charity sector and the key topics and challenges facing the voluntary Board Members in both sectors;
- The bidders's capacity and adequacy of resources to offer consultancy services; and
- The cost/value for money of the Board Development service in line with MHA's Value for Money policy.

The evaluation criteria are embedded in Section 5 "Documents to be submitted" and can be seen below. Total scores for each criterion will be weighted as follows:

Section A: Company information and background	10%
Section B: Experience	20%
Section C: Methodology	30%
Section D: Cost	30%
Section E: Quality Assurance	10%
Total	100%

Scores per answer range from 0 to 10. 0 being 'no answer/ extremely poor' – 10 being 'excellent'.

Tenderers are asked to limit responses to a maximum of 1 page of A4 paper for Sections A, B, D and E. A maximum of 3 pages of A4 for Section C.

MHA will not be liable to reimburse any costs incurred by the bidder during this tender process.

The tender assessment will be carried out by a panel of staff members. Following the tender assessment candidates may be invited to present their bid to a panel of Board Members and staff. MHA wishes to maximise the value obtained from the Board Development Service and does not bind itself or is obliged to accept the lowest tender.

**Short-listed bidders will be invited to present and discuss their proposals with select Board Members on Wednesday 13 November 2019 at a time to be agreed.**

bidders should identify any work they are currently carrying out or competing for which could cause a conflict of interest and indicate how such a conflict would be avoided.

All tenderers will be provided with feedback if your bid is unsuccessful.

## **5. Documents to be submitted**

To facilitate the needs of the tender panel in evaluating the submission all proposals must be submitted following the same format. Failure to supply any or all of the requested information in the required format may result in the proposal being excluded from the evaluation process.

### **Section A**

Company information and background. Qualifications and experience of the consultant and within the housing association/charity sector.

### **Section B**

Details of previous experience of providing Board Development services to the voluntary sector and the Registered Social Landlord/Housing Association sector and awareness of OSCR and SHR requirements. MHA is seeking a consultant who is fully familiar with the operating environment and regulatory issues faced by Housing Associations and is able to provide 'added value' to a contract.

Please provide details of Registered Social Landlords/Housing Associations that you currently act for. State what type of service is provided.

MHA will want to take up references from two of your current clients. Please include the names of the individuals we should contact.

### **Section C**

The bidder's approach to the proposed Board Development services:

- Assessment of current Performance Framework
- Appraisals and Personal Development Plans
- Board training

The successful consultant will be expected to undertake an assessment of policies and procedures and present the findings to the Association for consideration and approval.

Please provide details of your approach to the assessment of our current Performance Framework, including the key stages of the process and whom this would involve.

Also outline your approach to carrying out appraisals, including the level of input that you would expect from our staff.

### **Section D**

Please outline your fees (including expenses) for the following activities. Tenderers should note that the Association expects these rates to remain constant for the duration of the contract. If this is not the case, we expect a detailed proposal on how an increase would be calculated.

	<b>Fixed Price: excluding VAT</b>	<b>Expenses</b>	<b>Total: including VAT</b>
Daily rate for any work carried out			
Daily rate for any work outside normal hours (evenings and weekends)			
Hourly rate (if applicable)			

### **Section E**

Quality is a key concern for MHA. Tenderers should set out the arrangements for ensuring that quality exists throughout the assessment and appraisal processes.

### **Section F**

Please provide the following additional information with your proposal:

- A copy of your Health & Safety Policy Statement

- A copy of your Equal Opportunities policy
- Details of any rulings against your firm in respect of equality legislation
- Details of your firm's Professional Indemnity Insurance
- Contact details of two references

## **6. Additional Information**

If you require any additional information, please contact:

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