

Procurement Toolkit for Third Sector Organisations



Aston-Mansfield
Generating community wealth for social change

NEWHAM VOLUNTARY SECTOR CONSORTIUM
for voluntary, faith and community groups



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Contents

Eight Principles of good Commissioning	3
<i>Commissioning principles:</i>	3
Newham’s Sustainable Community Strategy	3
Newham’s Compact	3
Selling to Newham Council	3
<i>Should you bid?</i>	3
<i>Before you prepare for Commissioning</i>	4
<i>What is Collaborative or Joint Working?</i>	4
<i>Sub-Contracting</i>	5
<i>Where do you sit within the supply chain?</i>	6
<i>Quality</i>	6
<i>Developing Case Studies</i>	6
<i>Finance</i>	7
<i>Procurement Process explained</i>	8
TUPE (Transfer of Undertakings, Protection of Employment) Regulations 2006	13
Key points to remember	14
Business Support	15
Jargon Busters	16
Useful Links	17

Eight Principles of good Commissioning

The Office of the Third Sector has summarised the eight principles of good commissioning and procurement, to produce a set of eight principles designed to improve commissioning.

Commissioning principles:

- Develop an understanding of the needs of users and communities, by ensuring that, alongside other consultees, they engage with third sector organisations as advocates, to access their specialist knowledge.
- Consult potential provider organisations, including those from the third sector and local experts, well in advance of commissioning new services, working with them to set priority outcomes for that service.
- Put outcomes for users at the heart of the strategic planning process.
- Map the fullest practicable range of providers with a view to understanding the contribution they could make to delivering those outcomes.
- Consider investing in the capacity of the provider base, particularly those working with hard-to-reach groups.
- Ensure contracting processes are transparent and fair; facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building where appropriate.
- Seek to ensure long-term contracts and risk sharing wherever appropriate as ways of achieving efficiency and effectiveness.
- Seek feedback from service users, communities, and providers in order to review the effectiveness of the commissioning process in meeting local needs.

Source: Office of the Third Sector, 2006

Newham's Sustainable Community Strategy

Newham's Sustainable Community Strategy provides information on the council's key priorities and how it will achieve the aims and objectives for Newham.

<http://www.newham.gov.uk/YourCouncil/CorporatePlans/NewhamSustainableCommunityStrategy.htm>

Newham's Compact

The Newham Compact is a written agreement between four of Newham's key statutory sector organisations and Newham's voluntary, community and faith sectors (VCFS). The agreement sets out how we can improve the way we work together to provide services and opportunities that better meet the needs and aspirations of Newham residents.

<http://www.newham.gov.uk/YourCouncil/CorporatePlans/NewhamCompact.htm>

The agreement contains a range of practical commitments, known as codes of practice, that provide detailed guidance on how we can work together in the areas of funding procurement, consultation, community groups, volunteering and communication.

Selling to Newham Council

Commissioning/Procurement

'Commissioning and Procurement' is the process of acquiring goods, works, and services from external organisations.

Should you bid?

It is all too easy to jump at every tender that comes out, for fear of missing out on an opportunity. Before you do, consider some of the key facts. A lot of hard work is

required to put a tender together. You may reach the end of a long process only to discover that you don't want to, or cannot, do the work anyway.

Your first, fundamental consideration as a Third Sector is to decide if commissioning is for you.

Before you prepare for Commissioning - Ask yourself:

- Does the piece of work fall within your aims and objectives?
- Does the piece of work fit with your business plan and strategy?
- Do your governing documents (e.g. your Memorandum and Articles of Association) allow you to undertake this work?
- Will it enhance or detract from other areas of your work?
- Do you have, or can you develop, the capacity and infrastructure to deliver the service?
- What do you know about the particular commissioner? Do you want to provide a service for them?
- Do you have relevant experience in the:
 - Client group?
 - Geography?
 - Type of work?
- Is the time that will be spent in submitting a tender worth it? Consider the contract value, the overall value to your organisation, and your likelihood of winning the contract.
- Will TUPE (staff transfer) be involved if you win the contract and what are the associated risks?

If you have a negative response to any of the above questions then you should consider very carefully whether to tender.

You may find it helpful to undertake a risk assessment.

Checklist

- Contracts may represent new business/funding opportunities – consider where these will come from and what issues you will need

to include in your business strategy.

- Weigh up the implications of bidding activity, taking potential benefits and risks into account and effects on your social objectives.
- Consider staff training and/or development/recruitment to ensure you have the necessary business development skills in the organisation.
- Consider how the culture of your organisation may need to change and how you will achieve this.
- Cultivate relationships with key partners with whom you may be able to collaborate to win public sector contracts.

What is Collaborative or Joint Working?

This is where two or more organisations join together, with a view to offering better services to customers. The service to the end-user should, though, be seamless.

Joint delivery can be beneficial to end-users because specialist requirements may be best met by more than one provider. It can also be beneficial to the providers as it allows them to share resources and expertise. Collaborative working can last for a fixed period or be permanent.

Development of Consortia

Your organisation may wish to work with other organisations, making joint bids for work. This gives the benefit of being able to take on much bigger areas of work.

Building relationships with partners cannot be done at the tender stage. You need to have a good existing relationship in place.

They should be organisations you feel comfortable working with, and who can bring a different aspect or element to the tender.

If you feel that a consortium bid may be appropriate, then you will need to consider various issues. Think about partnership

working, legal issues, dividing work and drafting the contractual documentation.

Difference between Lead and members

The lead contractor is responsible for driving the consortia development process and managing the consortium. It involves taking responsibility for the tendering process which includes obtaining required information from each consortium member.

Members of the consortium enter into a contractual relationship with the lead contractor (consortium agreement) or other members of the consortium. They contribute to part of the service being tendered and provide information to the lead member during the tendering process and life of the contract.

Ask yourself:

1. What are you hoping to achieve by collaborating with another organisation?
2. Are you sure that collaborative working is the best way to achieve this aim.
3. Who proposed the idea? Do they have a vested interest?
4. Do your trustees support the idea?
5. Does it fit within your organisation's charitable objectives as stated in your governing document?
6. Do your plans for collaborative working fit your strategic vision, values, and current priorities?

Case study of a consortium - Newham Health Activity Network

Newham Health Activity Network is a consortium of eight organisations that provide health and social activities to older people in Newham. The consortium is led by Age Concern Newham and it was formed in 2007 in response to Newham Council's published intention to commission four health activity networks for older people linked to community forum areas, providing a range of services focussing on bettering health and improving outlook through positive activity.

Age Concern identified a number of learning points during and after the commissioning process and suggested that organisations should consider the following:

- Can your consortium adapt to commissioners demands?
- Have a clear process for membership and what happens when members change.
- Take care about what information you share and how to protect it!
- Getting the contract is only the first part. Make sure you have robust processes in place to manage and monitor delivery and that they work for all partners.

Age Concern states:

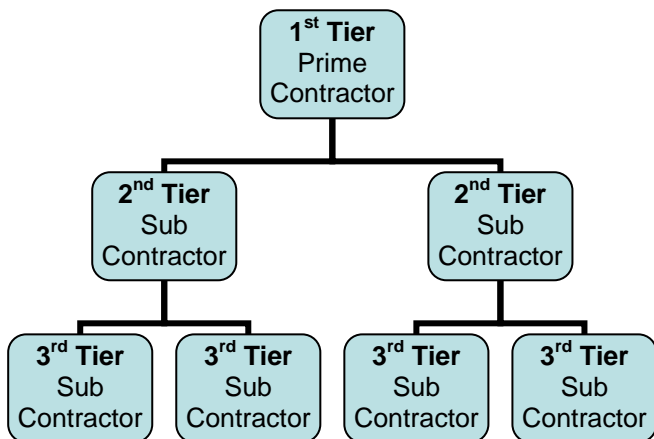
"The consortium members are all very different to each other. This is a huge strength as between us we offer access to many different communities and we can learn from each others skills and traditions".

Sub-Contracting

Although many Third Sector organisations may not be in a position to be a prime contractor, there could be opportunities to become a sub-contractor, particularly where the Third Sector can provide specialist services.

This can help VCOs to break into the public sector marketplace and gain confidence in dealing with the public procurement.

Where do you sit within the supply chain?



Quality

Key to a successful tender is your ability to market your key attributes through the written word. This requires crafting together language and words that both reflect your ability to deliver and a cultural empathy and/or fit with the awarding authority.

Before this can be achieved, it is imperative for you to have an excellent understanding of your organisation's unique and/or best selling points. In any selling exercise, you need to be able to convince the purchaser to use your services and products rather than those of your competitors.

Developing Case Studies

Writing Tips:

- **Correctness:** Ensure your facts, language, usage of words and spelling are correct.
- **Conciseness:** Avoid irrelevant information, unnecessary words, and long-winded explanations.
- **Clearness:** Avoid ambiguity. Make sure that you write in a clear manner, providing information that will be easily understood by the reader.
- **Coherence:** Present your ideas in an orderly and logical way.

- **Keep it simple!**
- Request someone to proof read your writing to ensure correctness and that you are clearly communicating your objectives and intentions.

Avoid

- Long sentences and verbosity: unnecessary use a large number of words.
- Jargon: words and phrases used within your profession or sector, which people outside the sector might not understand.
- Different tenses: When you describe events it is better to use the past tense.
- Ambiguity: Try to avoid your writing having two interpretations.

Ask yourself:

How long have you been working with your client group?
What were the key project objectives and deliverables? Do they fit within your organisations aims?
What was the value of the project and project duration?
What key resources did you require to complete the project?
What methodology and/or approach did you follow to ensure that the project deliverables and objectives were achieved within time and budget?

Summarise the responses to these questions into a case study. Use the information to tell a story!

Checklist

- List your strengths – have you a unique selling point as a Third Sector organisation?
- Identify competitors – how do you differ and how close is their treat to you?
- Consider future development options for the goods or services you offer – is there new technology, or a trend to follow.

- Assess the size of your market.
- Judge the scale you can realistically operate at in future years assuming growth options.

Accreditation

There are number of accreditations beneficial and available to organisations such as:

- PQASSO
- ISO 9000/ISO14000
- Charter Mark
- Investors in People.

In a tender situation, the council can only assess quality based on the *written* submission of the bidder. Thus it is vital that organisations show on paper how they maintain their quality standards – that is, their quality management system.

Unless the tendering specifically states that ISO or similar accreditation is required, bidders without such accreditation are not excluded from the process. Instead, the bidder's documented quality management system will be evaluated against the required criteria.

Finance

Organisations must demonstrate a sound financial standing, which does not present a risk to the council. The nature and detail of evidence required will depend upon the size and nature of the contract in question.

Value for money

The Government definition of value for money is *“the optimum combination of whole-life cost and quality (or fitness for purpose) to meet the user's requirement.”*
Value for money does not mean the lowest price.

Value for money has always been a key feature of public sector commissioning. For example, Local Authorities are under a

duty to act in the best interests of council tax payers.

Service providers need to develop a better understanding of how value for money should be demonstrated.

Budgets & Cost allocation / Overheads

There are a number of things that should be considered when pricing a tender such as:

- Front line staff costs
- Management cost
- Overheads

The pricing schedule sets out how you should breakdown your finances.

Before completing the pricing schedule, work through your own process for costing the contract.

Checklist

- Remember to cost in any inflation in the costs of staff and suppliers if tender is more than a year.
- Explain any assumptions that you have made on your pricing.
- Establish the payment terms for the contract as this will make a difference to your organisations cash flow.
- Ensure that you price your tender accurately.

Full cost recovery

Full cost recovery is defined as recovering or funding the total costs of a project or service including the relevant proportion of legitimate overhead costs.

Management costs will vary between services, however careful budgeting based on analysis of real costs, should avoid under-estimates as well as over-estimates. Full cost recovery aims to support stable organisations that are able to provide good quality services with benefits including:

- Accuracy– a true reflection of the real cost of a project or service is established
- Appropriateness– payment made to organisations for the overheads that support the specific project or service
- Transparency- provides a clear and realistic cost allocation method
- Efficiency- reduces time spent in addressing financial shortfalls during the course of service delivery
- Sustainability- continuity of good quality services.

Undertaking & Balancing of Risk

There are costs involved in preparing bids that may not be successful.

Checklist

- Do you know what to do?
- Can you deliver this? Is it a good fit with business plan?
- Can you afford to deliver this contract?
- Do you have staff in place to deliver project?
- Do you have sufficient cash flow to manage delays?
- Are you confident that you have the right systems in place?
- Do you have the knowledge about managing the contract?
- **Evaluate your business strategy – weigh up pros and cons of contract delivery for the public sector this should be in the context of your market research in your field.**

Procurement Process explained

There are several steps organisations must take in order to become suppliers of the council. Further detail is provided below.

1. Responding to advertised contract opportunities

Advertising is the way the council lets interested parties know that it seeking suppliers for a particular need it has. We do this in a number of ways:

Web Based Advertising

- Newham's Electronic Contract & Tendering Resource (NECTR). This is a web based portal the council uses to award contracts. Any contract opportunity the council has will be posted on the system. Suppliers that register will receive alerts notifying them of new contracts.

Organisations wishing to be advised of contracts can register on NECTR by logging on to the NECTR web page at <http://NECTR.newham.gov.uk/supplierselfservice>

The council will use NECTR to develop and maintain an accurate supplier database that will be used to source and notify suppliers of opportunities within their category of work.

- Newham Website

Suppliers are advised to regularly check the council's procurement web page for [Current Contract Opportunities](http://www.newham.gov.uk/InformationforBusinesses/StrategicProcurement/CurrentTenders.htm).

- Supply2Gov

[Supply2gov](http://www.supply2gov.gov.uk) is a web-based government-backed service portal designed to bring buyers and suppliers together and allow easy access to lower-value opportunities offered across the public sector.

- Official Journal of the European Union (OJEU)

Contracts over a certain value require advertising at a European level. This is to ensure competition across the

European Union. As a public body the council **must** observe the EU rules in order that all businesses are aware of possible contracts. To ensure this all contracts of the nature described are advertised via OJEU. This can be accessed via the following web links:
www.simap.eu.int
www.mytenders.com

* These figures (set in January 2010) are reviewed by the European Union every two years and are subject to change.

A summary of what each competitive process may entail is provided on the next page of this guide. This is followed by more precise detail about the process to be followed.

Newspapers / Trade Journals

In addition to NECTR contract opportunities are occasionally advertised in local newspapers and specialist trade journals.

2. Following the correct process and the rules that apply

Because of the legal obligations placed on the council (some of which are referred to throughout this guide) and our aim to ensure that we are securing the best possible quality for the Newham community, like all other public sector organisations, the council has established a set of rules that must be followed when awarding contracts. The rules are particularly relevant for organisations considering whether to approach the council for contracts.

Listed in the table are the contract values and the competitive procedure that applies to the award of a contract within the value ranges stated:

Contract Value	Procedure
under £5,000	direct order using a purchase order
£5,000 - £50,000	three quotations
£50,000 - £156,442 (and for works contracts up to £3,927,260m for works contracts)	public advertisement and invitation of formal tenders
above £156,442 for services and £3,927,260 for works	(With the exception of some exempt services) must be advertised in OJEU* (Official Journal of the European Union)

Procedure	Process	Minimum Timescales
1. Quotations	Direct purchase order – The council generates a purchase order and the supplier provides an invoice for work undertaken. Three quotations – sourced through NECTR.	N/A Dependent on nature of procurement*
2. Tendering		
(a) Open This process is typically used in specialist markets with few suppliers.	One stage process The council places a contract notice and any supplier may express and interest: and where tenders (including business questionnaire) are issued to all who express an interest. The council assesses all completed and returned tenders then awards contract to the successful bidder.	52 days* (from advertising contract notice to submission of tenders)
(b) Restricted This procedure is typically used in buoyant markets where there are many suppliers. This procedure is the most frequently used by the council.	Two stage process Stage 1 Pre Qualification Questionnaire (PQQ) The council places an advert and may also issue a contract notice (for OJEU) contracts. Suppliers who express an interest are sent a pre qualification questionnaire. The council assesses all completed and returned PQQs to produce a shortlist from which tenders are invited; this is known as tender evaluation. Stage 2 Invitation to Tender Suppliers shortlisted will be sent a tender pack to enable them to complete their submission. These are evaluated by a panel.	37 days* (from advertising contract notice to return of PQQs) 40 days* (from Invitation to tender)
(c) Negotiated Used when there is limited expertise or when the requirement is urgent	Two stage process The same principle applies as stage 1 of the restricted procedure. Stage 2 Negotiation Suppliers shortlisted will be asked to respond to questions of clarification, following this the council will appoint a preferred bidder and continue negotiation until contract is agreed and awarded.	37 days* (from advertising contract notice to return of PQQs) Often a series of negotiation meetings are arranged. These could take place over a course of months.
(d) Competitive Dialogue This is a new procedure for use with particularly complex contracts	Two stage process The same principle applies as stage 1 of the restricted process Stage 2 Dialogue with Suppliers Suppliers shortlisted will enter a dialogue with the council to define the technical, financial, or contractual solution to meet its needs.	37 days* (from advertising contract notice to return of PQQs) Often a series of dialogue meetings are arranged. These could take place over a course of months.

*There are variations to these procedures, but the council will make this known the specifics of the process at the start of tendering.

(a) Quotations

This process is the quickest of all as it doesn't require the issue and completion of forms. Officers awarding contracts will usually refer to business and or approved lists (if maintained) with a view to inviting a small number of organisations to price work.

Suppliers are provided with a specification (and associated documents) of the council's requirement and asked to provide a written quotation.

Submitted quotations are evaluated and a supplier is selected based on best value for money.

(b) Tendering and the use of NECTR

In order to support the e-government agenda and keep up with current best practice in procurement, the council has committed to modernising its procurement process.

We introduced NECTR at an earlier point in this guide, but further detail is set out in this section.

NECTR is the default method by which all council orders greater than £5000 is made.

The tender process usually comprises two stages. Summary detail about these is detailed below:

(i) Business or Pre Qualification Questionnaire

Completion of a pre-qualification or business questionnaire is required as this is the initial stage of the tender process.

The questionnaire is used to collate preliminary information about companies expressing an interest in response to a contract opportunity the council has advertised.

In order to establish the suitability of an organisation that Newham would want to do business with, information provided within the PQQ is evaluated and scored in accordance with an evaluation framework established **prior** to commencing actual procurement. Provided the individual or organisation scores sufficiently and meets minimum requirements as set out in the selection criteria, the council will proceed the application.

The council has determined certain areas of an organisation's history as fundamental to assessing whether an application to carry out work can be progressed further. The reason information about certain aspects of a supplier's business are deemed fundamental to the assessment process is that they carry the most risk for the council in that any organisation awarded a contract has direct access to citizens and staff and is responsible for ensuring delivery of important services which, in many instances, shouldn't suffer interruption.

Ensure the information provided is relevant to your company and the contract that you are bidding for.

The Council's PQQ form contains guidance about each of the areas covered in the questionnaire. Please refer to this when completing the questionnaire.

(ii) Responding to the Invitation to Tender

Suppliers progressed to the tender stage of a procurement will receive a 'bundle' of documents known as an 'Invitation to Tender' or 'ITT'. The bundle contains two sets of document:

- The first is a standard set, usually comprising the council's standard terms and conditions of contract, bona fide tender and tender labels.

Key information regarding return addresses, contact names and closing dates will be provided as part of this package.

Tenders must be returned to the correct address (normally through NECTR) by the closing date and time specified. Invariably no extension of time is given and late tenders are not considered under any circumstances.

In order to ensure a fair process tenders are not opened before the specifying closing date

- The other document is the specification which details exactly what it is the council wants to buy.

The specification is the most important document of the tender so much so it forms part of the contract.

There is no one size fits all so every tender will require its own tailor-made specification.

Depending on what it is the council is seeking a supplier for, the specification may be accompanied by supplementary information. This could be:

- Schedule of rates/pricing schedule
- Quality questionnaires or Method Statement forms

As well as answering all the questions, use the tender to create a picture of your business.

We usually expect suppliers to provide detailed information in the areas covered in the supplementary documents and so when required to complete or provide information organisations

should do this as it helps the council in its assessment.

(iii) Tender evaluation criteria

Information about how the council will assess tenders is also provided in the Invitation to tender document.

'Tender Evaluation' refers to the process followed by 'buyers' to assess the suitability of providers that have formally stated they wish to provide or meet a particular need the council wishes to contract to a third party.

Why is evaluation important?

Tender evaluation is important as the process provides the means by which the council is able to assess the applications of those responding to a contract opportunity. The evaluation framework provides transparency, objectivity, and project specific indicators against which to assess submissions in a fair and equal way.

Preparing a tender is time and resource intensive, so do not consider tendering unless you are sure that you can demonstrate that you can deliver what is required.

1. Contract Conditions

The council has standard terms and conditions of contract and the council will bring these to your attention within the Invitation to Tender pack. The contract regulates the relationship between the council and the service provider.

Suppliers who wish to do business with the council are encouraged to familiarise themselves with those conditions and

bring points of concern to the attention of the most appropriate officer. It is important that such issues are resolved before commencement of contract as delivery cannot begin until the contract has been signed by the authorised representatives of the council and the supplier respectively.

2. Seeking Clarity during the tendering process

Suppliers are able to seek clarification about any item or matter detailed in the documents issued by the council. The council will deal with such questions in a structured, fair, and transparent way.

Questions seeking clarification should be sent in writing to the officer specified in the Instructions to Tender.

When responding to matters of clarification the council will as a matter of course circulate responses to all suppliers unless it is deemed inappropriate to do so.

3. Interviews, Presentations and Site Visits

Potential suppliers may be invited to give a presentation or attend an interview as part of the tender process.

Suppliers will be required to present their submission and answer questions from the panel.

The evaluation panel may visit the premises of the bidder this is normally pre-scheduled and will be outlined in the instructions to tender.

Interviews and presentations are an opportunity for the panel to meet suppliers and clarify points within an organisations tender submission.

Make sure that the presentation is impressive, spelling and grammar are correct, and bring any relevant elements into your submission that will help market your company.

Contract Award and Delivery

This guide has so far focused on the process for competing for council contracts. This next section details what happens once a contract is awarded.

A successful bidder will be the one that submits the Most Economically Advantageous or Lowest Price tender.

Bidders will be sent a letter informing them of the outcome of the tendering process. For those unsuccessful companies a comparison of their score against that of the winning bid is provided within the letter.

Successful bidders will be required to complete any legal formalities before commencement of the contract.

Within the limits of commercial confidentiality, the council will always endeavour to offer feedback to unsuccessful bidders.

If your tender is unsuccessful, ask for feedback. There is a requirement on procurement officers to provide this. Feedback can be invaluable for future bids and also as part of general business development.

Contract Monitoring

Organisations delivering contracts for the council are monitored to ensure compliance with specification and terms and conditions of the contract.

There is no set method of contract monitoring as such monitoring will vary depending on the contract.

TUPE (Transfer of Undertakings, Protection of Employment) Regulations 2006

A well-trained and motivated workforce is vital to the provision of Best Value services. Newham Council will use its

influence to ensure, so far as it is able, that those who work for the authority, whether directly or indirectly employed, are adequately and fairly rewarded, and trained.

The government has published a [Code of Practice on Workforce Matters in Local Authority Service Contracts](#) (February 2003) this applies where a local authority transfers employees to a private or voluntary sector partner as part of a contract to provide local services.

These measures are meant to prevent a divide in the workforce between existing employees of the contract and new joiners.

Prospective bidders need to consider the possible transfer of workers where the council, through a procurement process, is seeking to transfer a service it is currently providing itself to an external provider.

TUPE often applies when a service is tendered and an existing provider is replaced by a new one. It means that the employees in the original services often have the right to be transferred to the new organisation. They then have all their previous rights protected, such as hours of work, pay, holiday, and pension entitlement.

Organisations tendering for services will need to examine whether TUPE will apply if they win a tender and consider what this will mean in the future. It is really important that providers consider the risk of TUPE when bidding for contracts, and receive all the necessary information to be able to properly assess their liabilities and costs.

Providers will be asked to complete a Confidentiality Agreement before information is released. If TUPE applies providers will need to include TUPE costs.

Assess the likely impact on the organisation and the time and investment required to deal with culture change and changes in working practices.

Take into account the number of staff transferring. Assess the number of staff required to deliver the contract against the number of staff eligible for transfer, and properly cost into bid any redundancy that result.

Key points to remember

1. Find out whether and where tenders are advertised. This is governed by various regulations and laws, so pay particular attention to the commissioners you might be interested in working with.
2. Think carefully about whether to tender for any given piece of work. Do not rush into bidding just because you are afraid of missing out on opportunities.
3. Give real thought to the pre-qualification stage of the tender process, which provides an opportunity to take a step back and examine your policies.
4. Find out as much as you can about the commissioner's objectives and requirements. If there's anything you do not understand about the tender process, do not be afraid to ask the commissioner directly.
5. Partnership working has pros and cons, consider these and set up potential partnerships well in advance of the tendering process.
6. Follow all the rules of the process scrupulously. Getting minor details wrong can disqualify you. Prepare carefully for every stage.
7. Remember that your tender documents form part of the contract. There may be no further opportunity to renegotiate what you have submitted, so get it right first time.

Where you can find business support

The council holds meet the buyer events and business forums to give potential suppliers an opportunity to discuss procurement and to learn about the ways the council is supporting local enterprise.

Information about how to sell to the council is provided on Newham's Website alternatively you can contact us via the details below:

Tel: 020 3337 38485

Email: procurement@newham.gov.uk

For further information on support available contact:

Aston-Mansfield

Community Involvement Unit (CIU)

Tel: 020 8519 2244

Fax: 020 8534 4498

Email: enquiries@astonmansfield.org

CIU also have a factsheet of Forums and Networks of groups with a shared interest.

Newham Voluntary Sector Consortium (NVSC)

Tel: 020 8519 9500

Email: Sarah Ruiz, Director

sarah@nvsc.org.uk

NVSC also have a database of groups that can be searched online:

<http://www.nvsc.org.uk/newham-groups-database/>

The Forum for Health & Wellbeing

Tel: 020 7473 9519

Email: enquiries@bemccf.org.uk

Jargon Busters

Business Questionnaire	Application form to bid for goods, works, or services.
Compact	Partnership Relationships with the VCFS organisations.
Commissioning	Please refer to procurement.
Concordat	Voluntary, non-statutory code of practice adopted by the council.
Consortia	Organisations develop relationship to work in partnership.
Contract Opportunities	Advertisement for expressions of interest from suppliers.
e-government agenda	Transition to electronic procurement.
EU Public Procurement Regulations	Compliance with all procedures set out in the relevant EU directives to ensure transparency and non-discrimination.
Most Economically Advantageous Tender (MEAT)	Evaluation based on quality and price.
NECTR	Newham's Electronic Contract Tendering Resource. Integrated e-Tendering solution that allows the council to manage the whole tendering process.
OJEU	This is where the council must place tender notices where the value of the tender falls within the scope of the EU Procurement Directive.
Pre Qualification Questionnaire	Application form to bid for goods, works, or services.
Procurement	Ordering or entering into a contract with an organisation outside the council to carry out Works or the provision of Supplies and Services.
Quotations	Any written offer requested either orally or in writing.
Specification	A description of what is to be provided under the contract.
Schedule of Rates/ Pricing Schedule	A pricing form that is part of the tender pack for suppliers to price against goods works or services. Pricing excludes Value Added Tax (VAT).
Tender	A formal, written, sealed response to an invitation by the council that contains a specification for Works, Services, or Supplies required.
Value for money	Contracts that are fit for purpose.
Voluntary, Community & Faith Sector organisations (Third Sector Organisations)	A range of small local groups to large, international organisations. Many are registered charities.

Useful Links

Aston Mansfield - Resources on Commissioning

<http://www.aston-mansfield.org.uk/>

National Council for Voluntary Organisations

<http://www.ncvo-vol.org.uk/advice-support/collaborative-working/information-and-tools/shouldyoucollaborate>

Newham's Sustainable Community Strategy 2010 - 2030

<http://www.newham.gov.uk/YourCouncil/CorporatePlans/NewhamSustainableCommunityStrategy.htm>

Newham's Compact

<http://www.newham.gov.uk/YourCouncil/CorporatePlans/NewhamCompact.htm>

Newham's Voluntary Sector Consortium

<http://www.nvsc.org.uk/>

Selling to Newham Guide:

Integrating Equalities in Procurement

Corporate Questionnaires: Evaluation Matrix

<http://www.newham.gov.uk/InformationforBusinesses/StrategicProcurement/SellingToNewham.htm>

The Compact: working together, better together

<http://www.thecompact.org.uk/information/129473/>

The Finance Hub - Advice

<http://www.financehub.org.uk/default.aspx>

The Forum for Health and Wellbeing

<http://www.bemccf.org.uk/>

Trade Local - Distance Learning Workbooks (Examples Completing Questionnaire)

<http://www.haringey.gov.uk/index/business/selling/support-to-business.htm>

Working in a Consortium: A guide for third sector organisations involved in public service delivery: Cabinet Office

<http://www.cabinetoffice.gov.uk/media/136178/consortium%20summary.pdf>