

Specification for a Feasibility Study for the proposed development of a new fee-based membership and strategic partner model

The purpose of this document is to invite companies with relevant experience to provide a quote for a contract to conduct a feasibility study. This includes producing a report to Voluntary Action Camden (VAC) to develop and deliver a fee-based membership and strategic partner model.

VAC

We are an independent, not-for-profit, membership organisation. We have a long history of serving communities in London Borough of Camden.

We represent the voice and heart of the voluntary sector in the London Borough of Camden working together to build a vibrant local community.

We bring our depth of knowledge together with practical tools and a collaborative purpose to share information, expertise, and resources with local voluntary community organisations.

Our Vision

Camden is a place where everyone can get involved in driving positive change

This includes:

Creating a fairer Camden – providing equitable access to support, funding, participation, and knowledge,

Safeguarding the voluntary and community sector – leveraging more support to ensure Camden VCS is robust, cohesive, and well-resourced,

Amplifying the voice of the sector – speaking to everyone in the sector and representing the range of diverse views accurately.

Our Priorities

- Building community resilience and community links by facilitating and supporting access to the skills and resources residents, community groups, and community organisations need to flourish.
- Disseminating appropriate information, through a range of communication channels, to support residents, community groups, and community organisations to respond to changing demands, influence policy, campaign, and advocate for their rights.
- Bringing residents, community groups, and community organisations together with partners from public, health and private sectors to co-produce solutions to tackle social disadvantage, increase social cohesion and address gaps in wellbeing and health.

Our Impact

- Social cohesion and a sense of belonging are increased as established and new communities are empowered to take responsibility for their health, economic contribution, welfare, and integration.
- Everyone in Camden feels empowered and has the opportunity to collaborate across boundaries, present their views, and play an integral part in decision making, and the design and delivery of services. The public sector will increasingly value working with voluntary and community sector organisations.
- Communities become more sustainable and resilient as residents, community groups, and community organisations can identify needs and take steps to effectively meet those needs and enrich community life.

The Aim of the Feasibility Study

Last year we explored the drivers and benefits of a fee-based membership model, looking at various examples across the country. This helped to catalyse an internal discussion on the merits of reshaping our existing membership structure. We have received funding from London Borough of Camden to conduct a feasibility study on various fee-based membership models. This will form part of our work to review and redevelop our organisational strategy and business model with the aim of diversifying our sources of additional revenue to achieve long-term financial security and sustainability.

Our aim is to analyse the proposal of a fee-based model and establish: the technical resources required; financial viability; legal requirements; alignment with capacity planning; strategic goals and business objectives; and time it will take to execute and generate income.

Depending on the results of the study, help determine the level of investment and resources required to develop a new model by Winter 2023 (fee-based or otherwise).

Depending on the results of the study, help determine the level of investment and resources required to launch a new model by March 2024 and generate target income of £10,000 by end of 2024/25.

Desired Outcome

As a result of the study and development of a new model (fee-based or otherwise), we hope to achieve the following:

- Stable cash flow
- Lower business costs
- Faster and more reliable feedback
- Meet client expectations more consistently
- Higher community impact
- Improved client data
- Additional revenue

Invitation to quote

The successful tender /quote for this work will need to demonstrate a proven track record in conducting feasibility studies in the area of membership development within a wider income generation context and strategies affecting traded services.

- Demonstrate experience of undertaking similar work.
- Demonstrate a proven track record of working with voluntary, community sector and/or social enterprise organisations.
- Demonstrate experience in engaging with local community groups and voluntary community sector organisations.

Schedule of works

Undertake research to estimate the feasibility of developing and introducing a new fee-based membership model for the voluntary community sector in London Borough of Camden. Including:

- Preliminary analysis
- Stakeholder engagement and market research
- Projected income statement
- Analysis of technical, operational, economic, and legal feasibility factors
- Data analysis report, and
- Options paper.

The study should:

- Determine demand and initial reaction towards the variety of models available.
- Identify potential clients and/or barriers to potential clients.
- Assess the suitability of a fee-based membership model for the identified uses and cost implications of development and delivery.
- Identify and describe the type of level and range of existing and or similar membership models in the area relevant to VAC and any local competition.
- Research mixed model options (e.g. flat-fee, tiered, free, time limited and spot-purchased services), to recommend viability.
- Provide a practical revenue plan that illustrates how a mixture of income streams can provide a long-term sustainable future for the project.
- Assess the views and levels of support of agencies and organisations involved in or connected with VAC and its potential clients.

- Prepare an investment plan in-line with the aims and desired outcomes.
- Develop a high-level financial model including financial projections and cash flow forecasts for three years.
- Provide a Business Plan, which includes development, monitoring, and proposed management - staff and training.

The successful candidate will be expected to liaise with VAC Revenue Working Group and attend a minimum of 3 meetings with the management group. Two hard copies of the report and an electronic copy will be provided. Payment will be made as follows:

- Draft report – 50%
- Final report – 50%

Applicants should include details of their overall experience, the extent of their knowledge and experience relevant to this project, examples of recent work and at least one reference for the supply of the service that we require for which your client is able to confirm satisfactory quality and delivery. CVs of key personnel who will be working on the project should accompany the submission.

Quotes should show a breakdown of days and rates and be inclusive of VAT and expenses. The successful applicant will need to show evidence that they have appropriate levels of Professional Indemnity Insurance.

Key Milestones:

- The deadline for submission 5pm 12/06/2023
- Interviews of short-listed candidates 20/06/2023
- Inception meeting 03/07/2023
- Draft report 20/11/2023
- Final report 05/1/2024

Proposals to be submitted to:

Keith Morgan
Chief Executive Officer, Voluntary Action Camden

Email: kmorgan@vac.org.uk
Telephone: 07939053735

Any queries that may have a material effect on the costing of the tender will be circulated to all applicants along with VAC's response. Queries received less than seven days before the closing date may not be answered. If a query gives rise to the need for an amendment to the original tender document, an extension to the closing date may be made, in which case all parties will be notified simultaneously.