

Invitation to tender: lease and management of a community hub in Broad Green (West Croydon)

Deadline: 12pm 16 May 2025

The Pavilion, London Road

On behalf of Big Local Broad Green, [Local Trust](#) is seeking an organisation to take on a long-term lease and management of a new community hub on London Road, Broad Green. The Pavilion is a key legacy project of Big Local Broad Green (BLBG), a 10-year initiative which has seen £1m invested into the Broad Green area since 2016. The Pavilion will become a vibrant and inclusive community space, delivering services and activities collaboratively with a range of local stakeholders for the benefit of Broad Green residents long into the future.



Broad Green and the surrounding area of West Croydon has a rich history of voluntary and community sector activity led by strong and credible community partners. Local Trust, in collaboration with the residents of BLBG, now seek a locally rooted organisation with strong community connections to take on the long-term lease and management of The Pavilion and surrounding community garden.

The successful organisation must demonstrate experience in delivering community services and activities within the Broad Green area of West Croydon. Crucially, they must also be committed to realising the vision of transforming the Pavilion into a dynamic and thriving community space, which supports the residents of Broad Green to feel connected, resilient to change and proud to live in the area.

About Local Trust and Big Local

Local Trust was established in 2012 to deliver the Big Local funding programme. Between 2010-12 the National Lottery Community Fund identified 150 areas that had historically 'missed out' on lottery and other funding. Each of those areas was allocated £1m of Big Local funding over 10-15 years, which could be spent in any way, provided residents organised themselves locally to plan and manage that funding, involving the wider community in the decision-making process. Big Local ends in March 2026, and through the final year of the programme we are supporting areas to cement the legacy of Big Local in their community.

About Big Local Broad Green (BLBG)

One of 150 Big Local areas, BLBG is an informal group of residents who have come together to make decisions about the £1m in their community over the last decade. BLBG has directed funding to over 50 community projects since its inception across priorities including crime reduction, youth activities, support for mental health and vulnerable adults and more. For BLBG, their community consultation was clear residents wanted to invest in a community building and green space that would be available to the whole community long into the future. The Pavilion and community gardens, installed using £220k Big Local funding and the equivalent amount matched by the developers, represents a fantastic opportunity that will continue to meet the needs of the community beyond the end of the Big Local programme. For more information on the work of BLBG see <https://www.biglocalbroadgreen.org/>

1) SPECIFICATION

History of the building and area

Zodiac Court, the landmark brutalist office and apartment building on London Road, Croydon, has been transformed from a vacant 1960s office block into flats by development company [Common Projects](#). A large part of the site is the forecourt, built on the historic Broad Green House site and its formal gardens. Until now it has been an underused and alienating landscape. The proposal for the new pavilion building and surrounding gardens was produced by Common Projects in collaboration with BLBG and the wider community. The Pavilion building and surrounding garden can be used for a wide range of community activities such as small events, classes and activity sessions, and much more.

The freehold

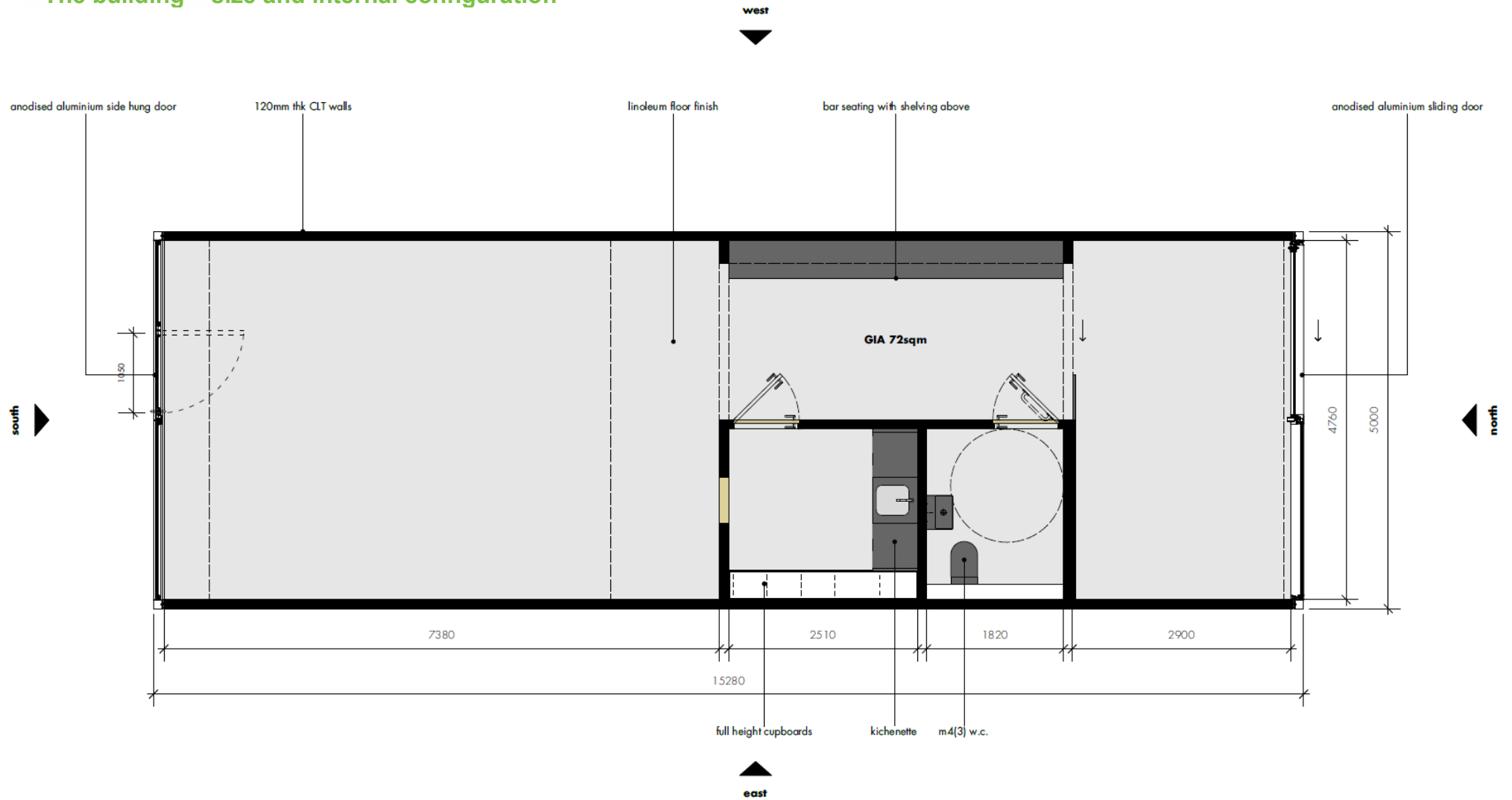
Common Projects is the current landlord of the site including the office and residential block all within Zodiac Court. Common Projects funds and delivers residential and commercial development projects drawing on decades of combined experience and motivated by a desire for development to bring positive change. The freehold for the whole site, including the pavilion and garden space, is due to be transferred to Croydon Council. A headlease will be granted to Croydon Council, so the eventual lease will be between the successful tenderer and Croydon Council.

Interim lease arrangements

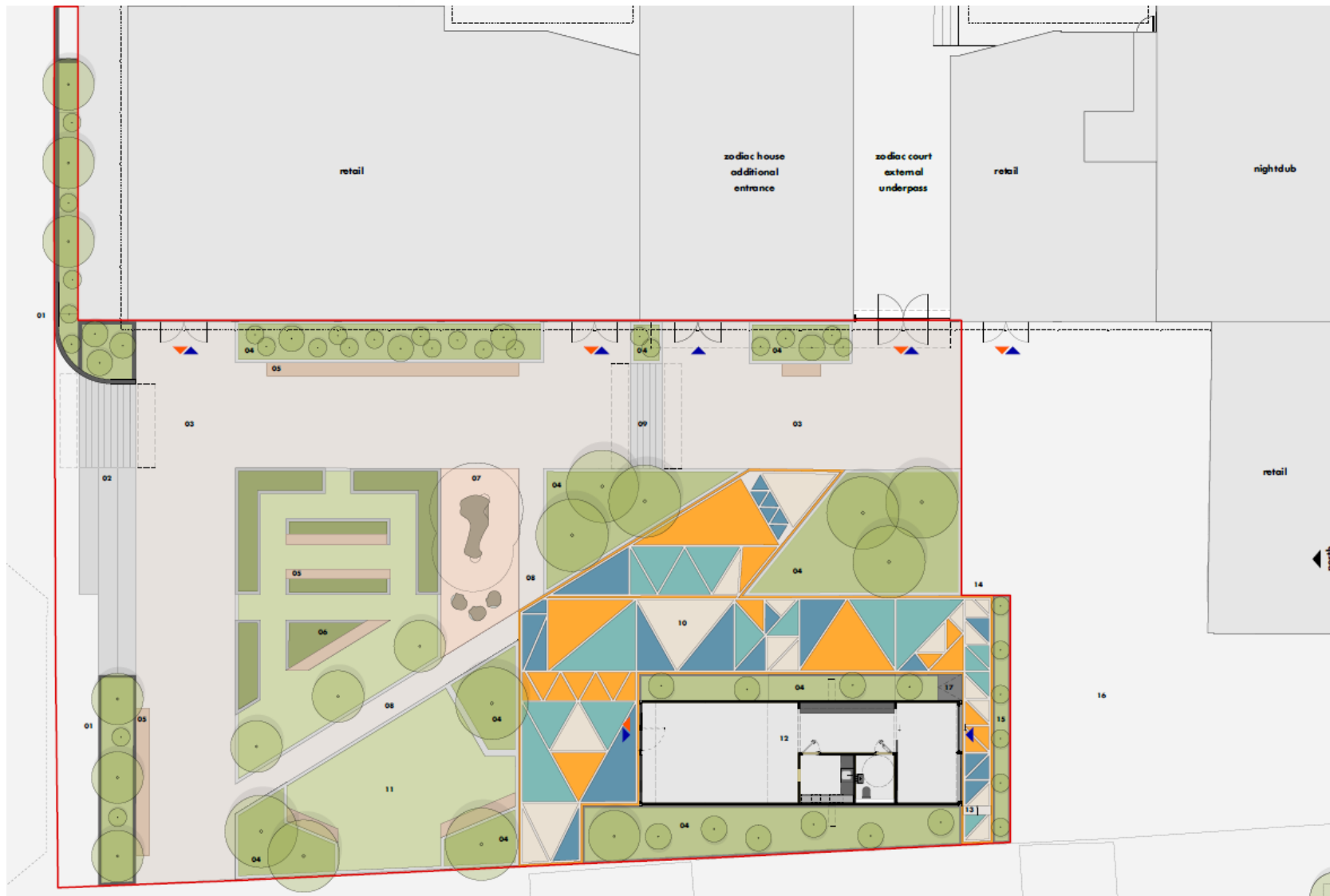
The interim lease, until a successful tenderer is appointed or 31 March 2026 (whichever is sooner), for the Pavilion will be held by Community Alliance (CA), the Locally Trusted Organisation for BLBG, to enable community activities to be delivered from the pavilion and garden space during 2025. Upon appointment of the successful tenderer, CA will hand over management and lease responsibilities to the tenderer, which is expected by September 2025.

The specification below describes the building, gardens, and required services to be operated by the successful tenderer.

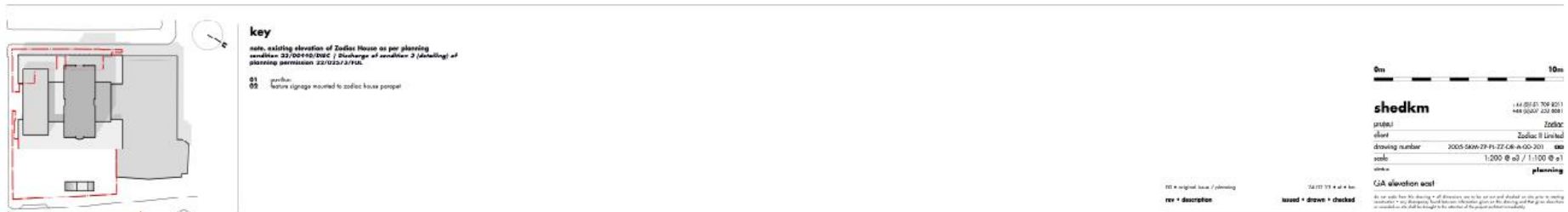
The building – size and internal configuration



The garden – community garden and open space (red boundary)



Architectural section drawing of the Broad Green development. The drawing shows a multi-story building with a central section labeled '01' and a side section labeled '02 BROAD GREEN'. The building has a modern design with large windows and a flat roof. A central courtyard area is shown with a green roof and a central orange-colored area. The drawing includes a scale bar at the bottom left and a north arrow at the bottom right.



Summary of lease terms

The Pavilion (GIA of 72sqm) and community garden (600 sqm) will have a 50-year full repairs lease with a peppercorn rent arrangement. A copy of the full lease and lease plan can be provided to potential tenderers upon request. Direct responsibility of the successful organisation (complete management responsibility) will include the following:

Building maintenance	Complete management responsibility
Garden maintenance	Complete management responsibility. Excluding path 08 on the schematic, which is the responsibility of the freeholder.
Utilities	Water and Electricity: services will be available brought into the building. The successful tenderer will be responsible for arranging contracts with utility providers. All other services such as telephony and any digital services will be the responsibility of the tenderer.
Staffing	The successful tenderer will be responsible for providing staff to manage the space.
Dilapidation	As per lease.
Permitted use	As per lease.
Restrictions	As per lease.
Business Rates	The successful tenderer shall be directly responsible for obtaining any relief of business rates from the relevant authority.
Accessibility	The successful tenderer will ensure that the building and surrounding garden, which falls within their management responsibility, remains fully accessible to disabled people and people from different ethnic and/or religious/secular backgrounds.
Asset lock	The Pavilion and community garden will have a 50-year lease and an asset lock guaranteeing majority community use throughout its lifetime.
Health and Safety	Third party notice – builder needs to maintain a line of communication with lease to make right any defects following building (within warranty).
Sub-letting	Community groups can hire the space from the successful tenderer, but sub-letting will not be permitted. Hire of the space should broadly reflect the make-up of the local community in Broad Green and not be disproportionately let to individual communities. Hiring out for religious activities/events whether for community or private hire is not permitted.

Community Involvement

In line with the ethos of the Big Local programme, Local Trust is looking for a tenderer that will put involvement of residents at the heart of delivery from the Pavilion. The successful tenderer is expected to develop a community involvement plan, which could take the form of a resident's advisory/Friends of the Pavilion group. The community involvement plan should demonstrate how the tenderer will proactively

create opportunities for local residents to feed into and inform the services and activities delivered from the Pavilion and garden.

Any residents' group established through the community involvement plan shall have suitable terms of reference making clear its role in contributing to the management of the Pavilion and garden. Final decision-making on all aspects of the management of the building, services, and activities being delivered from the building and surrounding garden will be sole responsibility of the successful tenderer.

Examples of types of services expected

Community activities for all age commensurate with the available size of the Pavilion building and garden space and within the guidance provided in the lease. All activities/services would need to satisfy relevant risk assessment and safeguarding processes and will be the sole responsibility of the successful tenderer. Activities therefore could include but not limited to:

- Social and recreational projects
- Educational activities
- Small group classes
- Health and wellbeing sessions
- Arts and crafts sessions
- Fitness and exercise
- Family activities

Arthens from the BLBG Steering Group, a long-term resident of Broad Green said "This has been a long time coming and we have been eagerly awaiting the legacy of our work over the last several years come to life. The Pavilion will be a fantastic opportunity to brings communities together and provide much needed services".

Claudia from the BLBG Steering Group said "We are looking forward to seeing much needed community activities that are open to all and encourage all ages to take part. We are keen to support the work of the new organisation and help our communities access good quality services from the Pavilion and surrounding community garden"

2) CRITERIA AND SELECTION PROCESS

The successful organisation will need to meet the below criteria:

1. Be a legal entity that is either a registered charitable company limited by guarantee, charitable incorporated organisation, community interest company or a community benefit society, able to hold a lease containing an asset lock
2. Have an up-to-date business plan that shows the organisation will be financially sustainable in the future.
3. Have at least two years' worth of annual accounts that have been prepared by a registered Accountancy firm and submitted to the Charity Commission or Companies House.

4. Be able to demonstrate how embedded it is in the area, and their understanding of local community needs.
5. Be able to demonstrate the strength of relationships it has with local stakeholders, providers and the local authority.
6. Have a track record of running successful community hub(s)/space(s) and delivering activities from these kinds of spaces.
7. Have a track record of applying for and securing grant and other funding.
8. Have a track record of employing and managing staff and be able to present a proposed staffing structure for the Pavilion going forward.
9. Have a proposed community involvement plan (e.g. resident advisory panel/'Friends Of' group) to inform activities delivered from the Pavilion
10. Be able to demonstrate a strong track record and proactive commitment to Diversity, Equality and Inclusion

Selection process

The selection process will include a competitive appraisal of bids submitted by prospective tenderers who meet the above criteria, against the following:

- Governance and Compliance
- Financial position
- Business Plan
- Resident Involvement
- Staff Management
- Premises Management
- Social Value
- Environmental Sustainability

All bids will be screened according to the below checklist and must be able to satisfy a 'Yes' answer every area listed. Each qualifying bid will then go through to the full selection process and scored as per the as set out in the assessment guide in **appendix 2**. Shortlisted bids will be invited to interview by Local Trust, and Local Trust will make the final decision on the successful bid.

Screening checklist:

Registered Charity or Community Interest Company YES / NO

Provides community services within Broad Green YES / NO

Has been operating for 2 years or more YES / NO

Has submitted all relevant documents YES / NO

Has provided resident involvement plan YES / NO

Timeline

- Bidding will open from 17 April 2025 and close on 16 May 2025, allowing a full four weeks for all full bids to be submitted.
- Assessment of all bids is expected to be complete by 23 May 2025
- Interviews will take place online week commencing 2 June 2025
- Final decision on the successful tenderer will be made by 30 June 2025

3) HOW TO SUBMIT YOUR TENDER

Final submissions should be emailed to: hello@biglocalbroadgreen.org

Deadline: 12pm 16 May 2025

- All bids will need to accompany a cover sheet (see **appendix 1**)
- Written explanation/answers must not exceed the stated word limit outlined in **appendix 2** and must be in electronic form. Explanation/evidence for every assessment area must be provided. Evidence that is likely to achieve the highest scores will be those where specific and current examples of practice is provided, as opposed to hypothetical and / or prospective examples.
- Bids submitted after the deadline will not be accepted

Registering your interest

Prospective bidders are encouraged to register their interest by contacting **hello@biglocalbroadgreen.org**. This will ensure you receive timely updates on clarification questions, official responses, and any amendments to the submission process.

Clarification questions

All questions relating to the tendering process should be sent to hello@biglocalbroadgreen.org

The deadline for clarification questions is 3 clear working days before the tender submission deadline. Responses to the questions will be provided within 2 working days of questions being submitted.

Appendix 1 – cover sheet for tenders

Name of Organisation (the organisation making the bid)	
Address in Croydon	
Website	
Social Media address	
Charity No.	
Company No.	
Name of Main Contact	
Position in Organisation	
Email	
Direct telephone number	
Name of Second Contact	
Position in Organisation	
Email	
Direct telephone number	

Privacy: All information submitted by tenderers will be treated as confidential. Residents are expected to be part of the assessment panel to appraise bids and will have access to all tender documents under controlled processes – i.e. privacy/confidentiality will be maintained, and a non-disclosure agreement will be signed by all who are reviewing the submitted documents. This tendering process will be subject all usual Local Trust privacy policies and information can be found via the link <https://localtrust.org.uk/privacy-policy/>

Appendix 2 – assessment guide

Evidence covering the below areas are to be provided by each bidder in their written submissions and supplementary documents. Where supplementary documents are required, this is indicated by ‘S’ next to the evidence.

Assessment area	Evidence	Max score
Governance and Compliance	<ul style="list-style-type: none"> • Constitution (S) • Policies (S): H&S, EDI, Financial Mgt. including reserves policy, safeguarding, site mgt. plan policy for existing premises, etc. • At least one member of the Board is a Broad Green resident 	15%
<p>Word limit of written answer: 500 words</p> <p>To cover in addition to providing supplementary documents: how well the organisation is governed, relevant policies and procedures, transparency and public accountability, resident representation and connection to the local area.</p>		
Financial position	<ul style="list-style-type: none"> • Two most recent consecutive years’ independently prepared accounts (S) • Forecast and actuals for 2026/27 based on accounts (S) • Mgt. accounts for 2025/26 (S) 	15%
<p>Word limit of written answer: 500 words</p> <p>To cover in addition to providing supplementary documents: financial management practice including prudence, effective financial planning, and a healthy balance sheet.</p>		
Business Plan	<ul style="list-style-type: none"> • Fundraising strategy, risk register, costed service model for operating Hub, hire charges, 3-year budget, business continuity plan, 5-year budget forecast. (S) • Local priorities based on own evidence (i.e. data gathered through delivering services and outreach into the community) • Relevant partners already engaged or working with • Collaboration with potential partners on relevant projects/services • Running activities and fundraising for them 	20%
<p>Word limit of written answer: 1000 words</p> <p>To cover in addition to providing supplementary documents: Explanation of the business planning process which underpins the organisation’s work, knowledge of local community priorities including evidence of how this has been identified, existing partnership working and names of current partners, plan for working with prospective partners relevant to priorities in Broad Green.</p>		
Resident and Volunteer Involvement	<ul style="list-style-type: none"> • Plan for continuous resident involvement and accountability to residents • Plan for involving residents of Broad Green (e.g. Friends Of group) • Volunteer Management and Development Policy (S) • Volunteer recruitment and development plan for the hub (pavilion) • Evidence of how all the above is being delivered currently 	15%
<p>Word limit of written answer: 1000 words</p> <p>To cover in addition to providing supplementary documents: Explanation and evidence of how resident involvement is currently integrated within the organisation’s decision-making and delivery of services, plan for involving residents from Broad Green in managing activities from the hub (pavilion), volunteer recruitment and development plan for the hub (pavilion), process that will be adopted or adapted to communicate with seek input from residents of Broad Green.</p>		
Staff Management	<ul style="list-style-type: none"> • Current staff mgt. and development plan 	10%
<p>Word limit of written answer: 500 words</p> <p>To cover: Evidence of staff management (recruitment, performance management, and development) within the organisation, plan for resourcing the hub including a plan of different roles and responsibilities of staff (part and / or full time).</p>		
Premises Management	<ul style="list-style-type: none"> • Management plan of current premises (S) • Management of current premises, learning and adaptations 	15%

	<ul style="list-style-type: none"> Proposed timetable for operating the Hub (pavilion) including potential activities to be run (S) 	
<p>Word limit of written answer: 500 words</p> <p>To cover in addition to providing supplementary documents: Explanation of how the organisation's current premises is managed, learning from and adaptations from this to date, and transferable considerations that can be made from the learning for the hub (pavilion).</p>		
Social Value	<ul style="list-style-type: none"> Social Value policy and examples of where this has been integrated within the organisation (S) Plan for integrating Social Value into community hub (pavilion) 	5%
<p>Word limit of written answer: 350 words</p> <p>To cover in addition to providing supplementary documents: Evidence of Social Value within the organisation, what Social Value considerations will be made when managing the hub and gardens, and commitments to apply Social Value to specific areas of the operations at the hub and gardens.</p>		
Environmental Sustainability	<ul style="list-style-type: none"> Evidence of ways the organisation is meeting their current environmental sustainability commitments Commitment with action plan for contributing to environmental sustainability in around Zodiac Court (S) 	5%
<p>Word limit of written answer: 350 words</p> <p>To cover in addition to providing supplementary documents: Explanation of how the organisation is meeting environmental sustainability commitments, evidence of key achievements in meeting environmental sustainability, commitments to specific environmental sustainability targets, and any key challenges in meeting these.</p>		
Total		100%