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| **WAVE TRAUMA CENTRE** |
| **INVITATION TO TENDER** |
| **REVIEW OF THE INFRASTRUCTURE FOR WAVE TRAUMA CENTRE** |

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| A blue and black logo  AI-generated content may be incorrect.  **www.wavetrauma.org** |

**OVERVIEW**

WAVE, established in 1991, is a voluntary, cross community charitable organisation which offers care and support to anyone bereaved, traumatised or injured as a result of the Troubles/Conflict.

WAVE has an extensive network of delivery processes across Northern Ireland. The organisation operates from six Outreach Centres in: Belfast, Armagh, Omagh, Ballymoney, Derry Londonderry and Killough and services such as Outreach Casework, Health and Wellbeing, Psychotherapy/Counselling, Advice/Welfare, Trauma Education, Personal Development, Training Opportunities and Complementary Therapies are available from all its Centres. In addition, the organisation has a number of satellite projects operating across a range of venues in response to local need. We also source services for those directly affected living outside of Northern Ireland.

Most recently WAVE is delighted to be able to deliver an extensive support programme for survivors of Historical Institutional Abuse (HIA) and the Mother and Baby Institutions, Magdalene Laundries and Workhouses (MBMLW).

WAVE currently employs 89 employees and has 100+ volunteers.

**INSTRUCTIONS TO TENDERERS**

WAVE has developed substantially over the last 30 years. It is timely that the organisation develops a new strategic plan for the next five years.

Applications are invited from suitably experienced consultants/organisations who will work with WAVE’s Management Board to develop a Corporate Strategic plan for the next five years together with revised templates for annual operational plans.

Tender Applications to be submitted no later than 4pm on Friday 21st of March 2025.

Submissions by email to: [recruitment@wavetrauma.org](mailto:recruitment@wavetrauma.org)

**FURTHER INFORMATION:**

If you want any further information please contact Sandra Peake, CEO on (028) 9077 9922 or by email at s.peake@wavetrauma.org

**1.0 BACKGROUND**

WAVE is 34 years in existence. During the first 10 years there were key phases of development of outreach centres across Northern Ireland as services were offered to those across the community who had been bereaved and /or injured as a result of the Troubles who were presenting for care and support. Five Outreach Centres were developed within the first 10 years of WAVE’s existence in Belfast, Armagh, Omagh, Ballymoney and Derry Londonderry. This was followed by 15 satellite projects across Northern Ireland. Service provision was consolidated from this time on. In tandem WAVE developed an extensive trauma education arm at undergraduate and post graduate level in addition to introductory accredited trauma education programmes and workshops.

In August 2021 we opened a new respite and service delivery centre in Killough, County Down. During the week it operates as a centre, in line with the other WAVE centres with the delivery of a comprehensive range of services. At the weekend it operates as a residential centre, offering programmes and much needed respite for individuals and families.

Across the three decades of development the demand for services has risen substantially as highlighted by rising referrals of victims and survivors of the Troubles. In all some 3,500 clients per year use WAVE’s services.

In January 2021 WAVE commenced work with survivors of Historical Institutional Abuse (HIA) and in September 2022 with survivors from the Mother and Baby Institutions, Magdalene Laundries and Workhouses. Staff are based across the WAVE centres to work with survivors. In June 2024 WAVE purchased a building adjacent to the main headquarters at Chichester Park Central. This building will shortly undergo extensive work to make it conducive and suitable for client work. Given the pressure on WAVE’s Belfast base- WAVE has currently additional outreach centres at Duncairn Gardens and in Glengormley.

**CURRENT WORK TRENDS:**

Over 34 years the work has also developed substantially.

In the last year alone there have been substantially challenges

* The Troubles Permanent Disabled Payment Scheme (TPDPS), known colloquially as the Injured Pension was a huge piece of work for WAVE for over 13 years, in which those severely injured during the Troubles campaigned for recognition in the form of a pension. Given the Injured Pension is now operational, it has brought many new referrals forward into WAVE, resulting in a welfare team that has doubled. Even this is not sufficient to meet the growing waiting lists. The roll out of the pension has not only brought greater referrals to WAVE, but it has also necessitated a system of triage to deal with high levels of referrals, leading to the increased management of complex cases. It has also resulted in WAVE having to take on additional space to meet the needs of the TPDPS team.
* Legacy of the Past- the ongoing debate regarding addressing the legacy of the past and how it will be undertaken by the British Government has been deeply unhelpful to victims and survivors. This has placed additional strain right across the organisation particularly on therapeutic services and on advocacy as referrals from those bereaved have tripled. There is little trust in the Independent Commission for Reconciliation and Information Retrieval (ICRIR) which has been established by Government to address the legacy of the past.
* Impact of Covid on mental health- this has had a colossal impact on clients and on services. It has necessitated a hybrid approach to service delivery which takes increased management. HR and Finance worked hard to move services onto a remote basis with the necessary policy and procedures underpinning all during Covid. However, we have now returned to face-to-face delivery with unsustainable levels of new referrals.

The situation is not abating as the lockdown and uncertainty associated with Covid has caused longer term issues for clients with deteriorating mental health. This is clearly evident in the rising demand for services.

* Historical Institutional Abuse (HIA) Contract- WAVE has worked with survivors of HIA for several years. The cross over between the impact of the Troubles on families and the breakdown of the family unit led many individuals to sadly end up under the care of the institutions. For over five years Northwest Survivors had a home in WAVE Derry Londonderry Centre each Friday morning. WAVE was awarded funding to deliver holistic therapeutic services to survivors of HIA in January 2021 for a five-year period. Workers allocated to this programme have been based in WAVE Belfast and WAVE Derry Londonderry.
* In addition to HIA for the last two years WAVE has provided health and wellbeing services to those who were in Mother and Baby Institutions, Magdalene Laundries and Workhouses. It is expected that these teams will grow substantially. This work is for the next four years.

All of these challenges contribute to pressure placed on the core infrastructure of WAVE. Each year we serve on average 3,500 unique clients in the Troubles contract alone. The demand for therapeutic services has risen dramatically. In all some 900 individuals will access counselling alone. We will have 5,000 clients receiving outreach visits, nearly 3,000 through the TPDPS scheme and 800 engaging in health and well-being activities. Other aspects of WAVE have also grown such as:

* Trauma Education- WAVE has a clear academic pathway in place at undergrad and post grad level. The need for trauma informed practice has risen substantially and is a projected area of growth. The demand for client-based trauma education is also high.
* Extension of work-the development of services across the ROI and in Newry, Mourne and Down brings challenges. A new Centre in Killough has been developed that is offering respite for individuals. This facility will be available to all clients linked to WAVE. The management of a respite service throws up challenges that have had to be addressed. The Centre has been suitably adapted so it doesn’t resemble an institutional home which is essential for survivors of HIA. Health and wellbeing services are now provided there weekly and respite services each weekend in the centre.

In summary WAVE has undergone substantial development since the last strategic planning process. It is therefore timely that we review and plan for the next five years of development, particularly in ensuring sustainability, continued enhancement of services, prioritising and effectively allocating resources to meet organisational needs and aligning members, staff and volunteers to the organisation’s goals.

1. **TERMS OF REFERENCE SUMMARY (FOR TENDERING DOCUMENTS):**

The purpose of this process is to:

1. Review WAVE’s vision, key aims and organisational objectives.
2. Provide an analysis of the context within which WAVE will be required to operate within the wider Victim’s Sector and in relation to Historic Institutional Abuse and Mothers and Baby’s of the Institutions, Magdalene Laundries and Workhouses.
3. Review achievements over the last 10 years.
4. Identify the strengths and development needs of the organisation together with an analysis of the challenges and opportunities that WAVE will need to address in order to remain viable and sustainable.
5. Make recommendations for the future strategic direction of the organisation and identify key priorities for the next five years to include recommendations for sustainability and areas of potential growth.
6. Produce a draft Corporate Strategic Plan for consultation with appropriate stakeholders.
7. Facilitate workshops to develop Operational Plans for Centres and produce draft plans for consultation.

**TERMS OF REFERENCE:**

The tender submitted should set out:

* Details on how each element of terms of reference will be covered which should include a selection of methodologies designed to gather as much relevant information from board & senior management, staff and WAVE members and stakeholders to inform the development of a corporate strategic plan.
* The experience, qualifications and background of the individual or individuals including, if appropriate, any direct experience of working with charitable organisations.
* The fees charged including vat with a breakdown of the daily rate charged for the individual/individuals undertaking the task.
* A reference from a prior client who engaged in a strategic planning process.

**3.0 EVALUATION AND AWARD CRITERIA:**

* 1. Tenders for this project will be evaluated on Price and Quality.
  2. The Contract will be awarded on the basis of the most economically advantageous tender, i.e. the tender that demonstrates the most advantageous combination of cost and quality.
  3. Only those tenders that meet the mandatory Selection Criteria will be evaluated.
  4. The table below details the distribution of scores that will be employed by the Evaluation Panel.

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| **Evaluation Criteria** | **Marks Available** |
| **Price**  *Please complete the price schedule in* ***Section 3.6*** *below* | **50** |
| **Quality**  *By responding in detail to the expected outcomes set out in* ***Section 2****, the tenderer must fully address how each will be met.* | **50**  **Quality will be evaluated using the following sub-criteria:**  Methodology: 40 marks  Contingency: 10 marks |

3.5 **Mandatory Selection Criteria**

The successful service provider must provide evidence of experience (by providing at least 2 specific examples) within the last 5 years in the following areas:

1. Conducting strategic planning processes within the non-government sector;
2. Making recommendations re sustainability, identify areas to enhance efficient and effective organisational delivery and also areas of potential growth.

3.6 **Award Criteria**

As noted above, tenders will be evaluated on Price and Quality.

**Criteria 1: Price**

**Price Schedule**

Please provide a composite daily rate for this work.

The budget allocation (no. of days) for the areas of the commission.

Additional costs will not be payable for travel expenses incurred within Northern Ireland.

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| **Daily rate of providing the service (including VAT if applicable)** | £ |

**Criteria 2: Quality**

1. **Methodology**

Tenderers should demonstrate their approach to the delivery of the expected outcomes listed in Section 2.

1. **Contingency**

Please detail contingency arrangements in place to deliver this contract.

**4.0 PAYMENT ARRANGEMENTS:**

4.1 The contract will commence with the successful party immediately after the letter of confirmation is issued. The contract will be bound by the terms outlined in the successful tender document.

4.2 Payments are made within thirty days of receiving a valid invoice for completed work.

4.3 The successful supplier(s) will be required to provide bank details including Account Name, Account Number, and Sort Code.

**5.0 CONFLICT OF INTEREST**

Tenderers are asked to declare that there is no conflict of interest in relation to them delivering this project.