



SMART WORK CENTRES

Call for Proposal

Public Document

09 May 2013

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1. IMPORTANT NOTICES

For the avoidance of doubt, this Public Document for the Smart Work Centres Call for Proposal (CFP) shall be read with and shall be subject to the Important Notices as set out in Annex A. This CFP shall follow the same process and IM guidelines for Call-for-Collaboration (CFC) process.

2. VISION FOR SMART WORK CENTRES

- 2.1 Our workplace and the way we work are changing in many ways. The devices that we use for work is changing from desktop to laptops to smart phones and tablets. The environment we can effectively work in is changing from high partition office cubicles to open plan offices or anywhere (e.g. cafes or homes). The notion of work hours has also moved from stipulated duration to almost any time.
- 2.2 Several emerging trends contribute to the changes of how and where we work: with technology advancements, people are more connected and information can now be accessible anywhere; companies are seeking avenues to overcome constraints to grow with limited office space; and changes in expectations of the workforce with the shift in demographics. The trends enable New Ways of Work, which generally connotes flexibility in both the work places as well as the official work timing. New Ways of Work goes beyond the occasional work arrangements, such as telecommuting, and encompass working from home and any “Third Place” in between home and office.
- 2.3 While Smart Work Centres (SWCs) can refer to any general professional work environment that are outside of the “normal” office, the primary aim of **Smart Work Centres within residential locations is to bring work closer to where employees and individuals live and frequent**. With professional facilities, employees and individuals who do not have conducive working environment at home, could choose to work in a SWC near their homes. **By working close to home, employees can reduce travel time and can bring about better balance to work-life commitments** especially when combined with other forms of flexi-work options.

- 2.4 With SWCs, companies could grow without constraints of space. Companies could also derive long-term cost savings by leveraging shared facilities in SWCs. Network(s) of SWCs located in the residential areas across Singapore could help companies to reach out to untapped talent pool that was not available to them previously due to the physical location of the office and the travelling time required between home and office. SWC then becomes another workplace option for employers. Economy may also benefit from the increased level of labour force participation.
- 2.5 Basic service offerings of SWC(s) are workdesk-as-a-service, where rental of workspace can be for extended duration or on demand basis. Other complementary office services such as printing, meeting room and video conferencing services, could also be offered based on pay-per-use model. The pay-per-use model could be based on either pre-paid subscriptions or post-paid model. As the SWC caters to a wide range of users, there could also be different pricing tiers and service packages for different clientele.
- 2.6 Apart from the provision of flexible workspace and service offering, SWCs can also be operated with other types of business such as childcare centres and cafes, providing complementing services to the SWC users. There can also be SWCs with specific theme or community. Often, an anchor person would curate the community within the SWC and facilitate the networking of its members, assisting its users to build an ecosystem with partners.
- 2.7 In terms of workspace design, the SWCs may offer diverse settings to meet varieties of work needs. There could be open plan work desks, such as “partition-less” work desks or long bench tables for individuals, partitioned and enclosed spaces for private collaborations and enclosed office for short term lease. There could also be collaboration areas such as pantry and seating areas for casual discussions amongst users and shared office amenities, such as meeting rooms, printers and lockers for rental.
- 2.8 SWCs can also differentiate themselves from others through niche service offerings, such as job intermediary services, HR consultancy, office space planning consultancy and work-life consultancy for companies. With more SWCs of various models set up across Singapore, individuals, employees and employers can look forward to having network(s) of SWCs where the nearest and available facilities can be identified through central booking systems, where work can be done effectively.

3. OBJECTIVES

- 3.1. This Call for Proposal (“CFP”) is the fourth call under Next Gen Services Innovation Programme (NGSIP). The CFP is developed in consultation with partners including Employer Alliance (EA), Ministry of Social and Family Development (MSF), Ministry of Manpower (MOM), National Trades Union Congress - Women’s Development Secretariat (NTUC WDS) and Singapore National Employers Federation (SNEF).
- 3.2. The CFP is an invitation to the industry to submit proposals to set up Smart Work Centre(s) with attractive and sustainable business model(s). Through the CFP, IDA and its partners hope to facilitate the set up of Smart Work Centres nearer to homes and demonstrate the Smart Work Centre concept and benefits to companies and individuals. The successful reference models can be used to facilitate subsequent nationwide adoption, increasing the awareness and acceptance amongst employers on bringing work closer of homes and community.
- 3.3. Companies submitting Proposal for this CFP shall be known as “**Participants**” in this Public Document.

4. SCOPE

- 4.1. There are 2 tracks in the Smart Work Centres CFP as follows with the respective scope as below.

Track 1: SWC in Community Space

- 4.1.1. Participants shall set up and operate SWC in the following community spaces
 - a) Geylang East Public Library
 - b) Jurong Regional Library
 - c) Toa Payoh Public Library
 - d) Kampong Ubi Community Centre
 - e) Kolam Ayer Community Club

Participants can propose any of the above locations they would like to set up the SWC.

- 4.1.2. The scope in Track 1 shall include

- a) Concept, design and set up of SWC in the proposed location(s);
- b) Business model for SWC in each of the proposed location(s);

Track 2: SWC in Self-sourced Location

4.1.3. Participants shall propose a location in residential area and set up and operate the SWC in self-sourced space.

4.1.4. The scope in Track 2 shall include

- a) Location for SWC;
- b) Concept, design and set up of SWC in proposed location(s);
- c) Business model for SWC in the proposed location(s);

4.2. The period of the project shall be 2 years.

4.3. Please refer to the detailed scope of work in Annex B: Scope of CFP for Smart Work Centres.

4.4. Participants can participate in either one of the tracks or both tracks. Participants shall indicate clearly in the CFP Proposal Form the track that the Participants are submitting the proposal for.

4.5. Participants shall submit the proposals according to the format specified in the CFP Proposal Form.

4.6. The CFP document consist of the following documents:

- a) Public Document for Smart Work Centres CFP
- b) Annex A - Important Notices
- c) Annex B - Scope for Smart Work Centres CFP
- d) Annex C - Detailed Information of Library Spaces for Track 1
- e) Annex D - Detailed Information of CC Spaces for Track 1
- f) CFP Form of Proposal (*to be filled in and submitted*)

5. PROJECT FUNDING

5.1. IDA recognises the risks and investment cost incurred by Participants over the course of the project, such as those incurred for set up and refurbishment of Smart Work Centres. IDA is prepared to co-fund the initial investment necessary to undertake the project.

- 5.2. The funding for the selected Proposal(s) will be determined upon IDA's assessment of the impact and scope of the Proposal(s). All terms and conditions of any such approved funding shall be agreed between selected Participant(s) and IDA. Generally, IDA's funding will partially cover the Participants' costs in implementing the Proposal(s), such as manpower, training, hardware, software, intellectual property licensing fees, professional services, etc.
- 5.3. The funding support will be subjected to IDA's funding criteria, and will be performance-based to encourage the completion of the development of the proposed solution, project as well as the achievement of the committed targets.
- 5.4 It should be noted that working from SWC is recognised as a form of flexible work arrangement for the WorkPro Programme by the Ministry of Manpower (MOM). The adoption of SWC will be supported by the WorkPro Programme for a period of ONE (1) year only. Users may refer to MOM website (www.mom.gov.sg/workpro) for more information regarding the Workpro Programme.

6. SCHEDULE

6.1. Timeline of Events

Date	Event
9 May 2013	<ul style="list-style-type: none"> • Launch of Smart Work Centre CFP • Registration Opens for CFP Briefing and Open House for selected premises for SWC
14 May 2013, 12 noon	Close of Registration for CFP Briefing
15 May 2013	CFP Briefing
16 May 2013, 5pm	Close of Registration for Open House
21–23 May 2013	[Only applicable for Track 1] Open House for selected premises for SWC
29 May 2013*	Networking Session
27 May –14 June 2013	Clarification on CFP Requirement Specifications
21 June 2013	Close of Smart Work Centre CFP
Mid July 2013*	Presentation of Proposals by Shortlisted Participants

August 2013*	Clarification of Proposals with Shortlisted Participants
Oct 2013*	[For Track 1 only] Tender by NLB for space at libraries
Dec 2013*	Award of CFP

*Dates and times are subjected to changes at the discretion of IDA

6.2. CFP Briefing and Open House

6.2.1. Interested parties are strongly encouraged to attend the CFP Briefing and Open House at selected premises for SWC (only applicable for Track 1: SWCs in Community Space).

6.2.2. The CFP Briefing will be conducted by IDA and will cover the details of the CFP, including the events leading to the final award of grants, and expectations of the Proposals.

6.2.3. The Open House at the selected premises for Track 1 will be conducted by the respective space owners from 21-23 May 2013. This will be the only Open House to visit the selected premises for Track 1. The timing for the visits and gathering point at the various sites will be as follows:

Date	Time	Sites	Gathering Point
21 May	10am	Jurong Regional Library	Main entrance of Library
21 May	2pm	Toa Payoh Public Library	Main entrance of Library
22 May	10am	Geylang East Public Library	Main entrance of Library
22, 23 May	2pm	Kampong Ubi CC	Lobby
22, 23 May	4pm	Kolam Ayer CC	Lobby

6.2.4. Parties who are interested to attend the CFP Briefing and/or Open House are required to register for the events by emailing the following information to services@ida.gov.sg

- a) Name of company
- b) Name of attendee(s)
- c) Email and contact number of attendee(s)

6.2.5. The closing date for the registration for the CFP Briefing and Open House are **14 May 2013, 12 noon** and **16 May 2013, 5pm** respectively.

7. SELECTION PROCESS

7.1. Selection of Proposal(s) for Consideration for Award of Grant

7.1.1. Only complete Proposals will be evaluated by IDA for consideration for the award of a grant. Short-listed applicants may be required to make a presentation of their Proposal(s) (at their own cost and expense) and answer questions on the project in response to IDA's Evaluation Committee.

7.1.2. Without prejudice to paragraph 7.3, IDA reserves the right to reject any or all Proposals submitted pursuant to this Public Document for the Smart Work Centre Call for Proposal. Where a Proposal is selected by IDA for consideration for the award of a grant, the relevant Participants will be notified by IDA. The terms of the project, project milestones, and co-funding terms will be separately negotiated and agreed to between the parties.

7.1.3. For the avoidance of doubt, the selection of any Proposal by IDA may not necessarily lead to the award of a grant.

7.1.4. Shortlisted applicants for Track 1 will be invited for participation in NLB's limited tender for the space in libraries.

7.2. Evaluation Process

The criteria listed below shall be used for selection of the Proposals submitted:

- a) Alignment of project scope and objectives to this CFP
- b) Attractiveness and sustainability of business model
- c) Ability to execute project
- d) [Only applicable to Track 2] Suitability of location(s) for Smart Work Centre(s)

All assumptions used shall be stated clearly in the Proposal.

7.3. Disclaimer

IDA shall have the absolute discretion to accept or reject any Proposal submitted to IDA without being liable to give any reason thereof. IDA reserves the right to retain the Proposals submitted by all parties without liability for the costs of such documents.

8. SUBMISSIONS

8.1. CFP Proposal

8.1.1. Submissions shall be made using the CFP Proposal Form, which may be found in the document package together with this public document. The document package may also be downloaded from IDA's website (<http://www.ida.gov.sg/Collaboration-and-Initiatives/Collaboration-Opportunities/Call-For-Proposal>).

8.1.2. Participants can participate in either one of the Tracks or in both Tracks. Participants shall indicate clearly in the CFP Proposal Form the Track that the Participants are submitting the proposal for.

8.1.3. Participants shall indicate clearly the proposed locations for set up of SWC in both Tracks.

8.1.4. Participants shall provide information to address the points covered in Annex B: Scope for Smart Work Centres CFP.

8.1.5. All assumptions used shall be stated clearly in the Proposal.

8.1.6. Deadline for submission of CFP Proposal(s) is **4:00pm on 21 Jun 2013**, subject to changes at the discretion of IDA.

8.2. Place and Time of Submission

8.2.1. **One (1) hardcopy and one (1) softcopy (in a CD-ROM) of the Proposal should reach IDA by 21 Jun 2012 at 4:00pm for CFP Proposal submission.**

- 8.2.2. Proposals must be clearly marked as “**Smart Work Centres CFP**”, highlighting that the proposal is addressing, and **addressed to**:

Next Generation Services Development (NGSV)

Infocomm Development Authority of Singapore
10 Pasir Panjang Road
#10-01 Mapletree Business City
Singapore 117438

Proposals may also be submitted in person at the IDA reception desk on the 10th floor of Mapletree Business City.

- 8.3. **IDA reserves the right not to accept late submissions.**

8.4. **Contact Details**

Enquiries regarding this CFP should be emailed to services@ida.gov.sg. You may also wish to contact the following officers for more information:

Lim Xiao Yan (Ms)
Assistant Manager (NGSV), IDA
DID: (65) 6211-1633
Fax: (65) 6211-2213
Email: lim_xiao_yan@ida.gov.sg

Lee Bee Koon (Ms)
Senior Manager (NGSV), IDA
DID: (65) 6211-0496
Fax: (65) 6211-2213
Email: lee_bee_koon@ida.gov.sg

No further enquiries regarding this CFP will be entertained after **14 June 2013, 4pm.**

8.5. **Further information and Updates**

Further information and updates on this CFP may be found on IDA's website (<http://www.ida.gov.sg/Collaboration-and-Initiatives/Collaboration-Opportunities/Call-For-Proposal>).