

**BUSINESS BROKERAGE WITH
THE YOUTH SECTOR**

**SPECIFICATION FOR GRANT
FUNDING**

October 2011

BUSINESS BROKERAGE WITH THE YOUTH SECTOR

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Summary

1. Many private sector companies and their employees give time and money to support young people and organisations that work with them. There are some good examples of organisations that effectively broker these relationships. However businesses and intermediaries report that wider scale improved brokerage is needed to attract more businesses to engage with young people. This could help to create new opportunities for investment, act as a contact point for sponsorship opportunities and encourage leading businesses to act as youth champions.
2. Many businesses have a wealth of insight and knowledge on young people's trends, habits and motivations that would benefit voluntary sector organisations greatly, but there is some residual mistrust of businesses' commercial motivations for wanting to get involved in working with young people. The challenge is to establish and promote relationships between business and the youth sector. The opportunity is to help services for young people to move to a more sustainable model.
3. Businesses can sometimes find it difficult to engage effectively with smaller youth charities (and these charities echo this). Often this is particularly challenging for small and medium enterprises with more limited resources, time and capacity. There is a need to scale up existing brokerage arrangements and create a better understanding of the benefits of engagement from both sides.
4. The Government is looking to provide grant funding to help scale up and improve brokerage between businesses and the youth sector (young people aged 13-19) in England. Funding of **£70,000 in 2011-12 and £250,000 in 2012-13** is available for an organisation or consortium to deliver the requirements of this specification. We expect proposals to build on existing arrangements for support and guidance to increase significantly the number of businesses involved with out-of-school services for young people (ie this funding is not intended to be used in respect of links between business and education).
5. Subject to satisfactory provider performance, funding and policy intent, the Department may wish, by mutual agreement, to extend the grant for a further two years. However, this funding represents an opportunity to incentivise a move towards a self-financing approach and bidders should assume that funding will not be renewed after March 2013. Proposals should focus on creating resources and relationships which can be self sustaining and leave a legacy. .

Background and Context

6. The Government is keen to ensure that greater collaboration across the public, private and voluntary sectors leads to the better coordination of resources and greater overall impact on young people's outcomes. This is in line with wider government priorities such as Every Business Commits –

identifying Government's strategic priorities for business to make a positive impact on society: investing in skills and jobs, carbon reduction, employee health and wellbeing and supporting communities and enterprise.

7. At both national and local level an increasing number of private funders and businesses recognise the opportunity and need to invest in young people to engage them positively in their communities – helping them develop the skills and qualities they need for their education, future employment and their transition to adult life. The private sector contributes not only financial resources but visionary leadership, management discipline and expertise, and, in a number of cases, access to significant numbers of volunteers through their workforces. Help can also include offering the use of buildings and facilities, providing work experience placements and providing business expertise and support for social enterprise.
8. These sorts of activities are vital to creating ongoing relationships that develop and grow over time. These provide a strong platform for business to help out-of-school services for young people move to a more sustainable model. Building such long term relationships, say over 20-25 years, creates an opportunity for a lasting legacy and sustained impact in the lives of young people.
9. Many large and small businesses already understand the benefits they can derive themselves from partnering with young people and out-of-school projects that support them. These include benefits for employees such as increased motivation and engagement and opportunities to develop new skills. They also include benefits for the business as a whole, such as adding brand value, investing in potential future customers and employees, and developing deeper relationships with other business and suppliers with similar corporate responsibility interests.

Consultation

10. The Department has consulted widely on the role of business generally in supporting young people and, specifically, on what priorities the funding from brokerage should address. A summary of responses to the brokerage paper is attached at Annex A for information.

Grant Application Process

The application process for grants is open and competitive and a copy of the specification is available on the Children and Young people, Positive for youth section of the Department for Education's website.

Organisations will be expected to submit a detailed proposal that meets our objectives which can demonstrate the organisation's capacity to deliver the outcome effectively and clearly set out how it will achieve financial sustainability in the longer-term.

Timetable

Set out below is the proposed overall timetable for organisations interested in bidding for grant funding. This is intended as a guide and, whilst the Department does not intend to depart from the timetable, it reserves the right to do so at any time.

Tuesday 18 October 2011	Specification issued
Noon Tuesday 29 November 2011	Full bids received
Wednesday 30 November – Friday 2 December 2011	Proposals to be assessed and scored by officials. Input from strategic or business partners may also be sought.
Tuesday 6 December - possible interview date	Should interviews be considered necessary, bidders should note this date and be available to attend DfE's London offices.
By 16 December 2011	Successful bidder notified, following assessment and clearance process.
Monday 9 January 2012	New support arrangements to be in place

Font and Page Limits

Your proposal must be word-processed, using Arial 12 point font only. A maximum page limit is stated for each section. Any text that exceeds the stated limit will not be assessed.

You should not leave any section blank, and should attempt to respond to every question. Please also pay careful attention to the scoring framework and weightings which is explained below.

How to Apply - Assessment Process

Applications will be assessed by relevant policy and programme areas across the Department. Applications are welcome from Non-Governmental organisations that are value-driven and which principally reinvest their surpluses to further social, environmental or cultural objectives, including private organisations bidding on a 'not for profit' basis.

Completed bids should be sent by email to:
positivefor.Youth@education.gsi.gov.uk by **12 noon on Tuesday 29 November 2011**.

Five hard copies should be sent to

**Susan Chambers
5th Floor
2 St Paul's Place
125 Norfolk Street
Sheffield, S1 2FJ**

One hard copy of the proposal must be an original signed copy, signed by the Chief Executive and Chair of the lead body or their nominated deputy. In the case of proposals from consortia or partnerships, the signatory must be from the lead organisation.

Both the hard copies and the email version must be received by the noon deadline. The Department **will not consider any applications received after this date**.

Receipt of Proposals

Proposals will be received up to the time and date stated above. Those received before the due date will be retained, and unopened until then. It is the responsibility of the bidder to ensure that their proposal is emailed by the appointed time. Late bids will not be accepted.

When we receive your Full Proposal, you will receive a "confirmation of receipt" by email either **within 48 hours of us receiving it**, or for proposals sent on the final day, by **noon on Wednesday 30 November 2011**. If you do not receive a confirmation of receipt by that time you should check that you have sent your proposal to the correct email address. If you did send it to the correct address but have not received a receipt by the stated time, please contact us straightaway and arrange to resend it, otherwise we will not be able to accept it.

The onus is on applicants to prove that a proposal was received before the deadline. If the proposal is hand delivered, the Department for Education will issue you with a signed receipt recording the date and time your tender was received. If you are posting the hard copies you are recommended to send them by recorded delivery so that the Post Office record the date and time the Department receives the package and obtains a signature to confirm it has been delivered.

If you require any further information about this process please email your query to positivefor.Youth@education.gsi.gov.uk by **12.00 noon on Wednesday 16 November**. We will update responses on the Departments website at regular intervals throughout the process. The final update will be available on the positive for youth <http://www.education.gov.uk/childrenandyoungpeople/youngpeople/positive%20for%20youth/a0076757/> site week ending 18 November.

Incomplete Proposals

Proposals may be rejected if the information asked for is not given at the time of submitting a bid.

Costs and Expenses

Organisations will not be entitled to claim any costs or expenses from the Department, which you may incur in preparing your proposal, whether or not it is successful.

Grant Agreement

Please see Annex B for specific details of the grant agreement for bidders. Organisations will be bidding on this basis and we will only accept minor changes to the grant agreement.

Specification

This document is divided into two sections:

- Part 1 covers basic capability, capacity, organisational and financial standing
- Part 2 covers the Core Service Delivery Requirements for **Improving Business Brokerage with the Youth Sector**

If you are responding as part of a consortium/partnership you should use the skills and experience of all partners when responding to each question, making clear how the partnership will operate in practice.

PART 1 – ORGANISATIONAL AND FINANCIAL STANDING, BASIC CAPACITY AND CAPABILITY

SECTION 1 – About the lead organisation

1.1 Give the contact details of the lead organisation in whose name the proposal is being submitted, including:

Contact name:

Position:

Telephone number:

Email address:

Organisation Name:

Address:

Telephone number:

Registered address if
different from above:

Date the organisation
commenced

business

1.2 Indicate the type of organisation submitting this tender, which should be one of the following:

Public limited
company

Registered charity

Limited company

Consortium of
companies

Partnership

Sole trader

Other (please
explain).

1.3. If you are operating as a consortium please also fill in the table below and give the following information for each of the other members of your consortium or lead/sub-contractor structure. Please duplicate if there are more than one other member in your consortium.

Organisation name
 Address:
 Charity/company
 number:
 Website:
 Contact name:
 Position:
 Email address:
 Telephone number:
 Date the organisation
 commenced business

Please answer the following questions relating to the lead organisation submitting the proposal:

SECTION 2. Financial details

2.1 Please provide a copy of the last two sets of audited annual accounts for the lead bidder. If an interim statement has been released since the last set of audited annual accounts were issued, please enclose a copy.

2.2 Please give details of the bankers of the lead organisation, including bank name, branch address, account name/number, sort code and the number of years the account has been open.

SECTION 3. Previous Experience of Brokering Relationships between businesses and the youth sector

3.1. Please indicate the principal areas of activity of each member of the consortium or lead/sub contractor structure, in particular those activities that are similar to the requirements sought by the Department, this should include track record in securing additional non-statutory sources of funding, including sponsorship. You should describe clearly what each partner is contributing to the delivery of the project and the impact each has on the overall proposal. You should use a maximum of 5 sides of A4.

3.2. Please provide details of similar projects delivered in the past 3 years. The information provided should include the budget, volume of activity delivered, details of the customer and an explanation of the relationship e.g. was it a grant/commercial contract. You should use a maximum of 5 sides of A4. You should describe clearly how the examples given have relevance to this particular project. Your examples should demonstrate:

- experience of delivering business brokerage approaches e.g. at a national and local level;
- clear examples of where you have successfully delivered similar functions in the past,
- that you have the capacity and capability to deliver, that you have credibility within the sector, and that you can secure the commitment and collaboration of key organisations such as business groups/individual companies, voluntary sector organisations, Local Authorities, Government Departments and other public sector partners,
- that your organisation has the capacity, and people with the right expertise identified to develop and implement the proposal,
- experience of seeking out and encouraging innovation in brokerage arrangements.
- clear examples of your quality assurance processes and/or any other policies for example data security. It is essential that all staff, including volunteers working with young people, are appropriately security checked to ensure young people are sufficiently protected.

SECTION 4. References

4.1 Please provide details of, a **minimum of two**, major private or public sector contracts or grants you have been awarded, and goods and services provided, for the provision of innovative services similar to those required by the Department (within the three previous financial years).

Client Name (public sector, central government or private sector)	Brief Description of Service	Period of Contract/Grant	Contact Name & Telephone No.	Status of Contract/Grant (current / finished / terminated)

NOTE: The Department may want to contact and/or visit referees. Your permission to do so will be assumed unless you state any objections.

PART 2 – CORE SERVICE REQUIREMENTS

Bidders need to respond in full to requirements 1 - 5 set out within this section, using a maximum of 20 sides of A4 in total that give a brief overview of the problem, the solution and the outcome.

This section details the core service requirements for brokerage with business and the youth sector in England. Bidders must demonstrate in their proposals how they will deliver the key components, and how they will enhance current provision in terms of innovation and ambition whilst retaining the core features:

- **Understanding the youth sector and the business market**
- **How awareness of the need and opportunities for business involvement will be increased and promoted**
- **How the capacity of VCS organisations to engage with business will be built**
- **How brokerage services for youth organisations and businesses will be increased and improved**

Important note: Bidders must set out proposals that are clear and well presented. DFE is looking for organisations that clearly understand the objectives and ambitions for business brokerage and for proposals that demonstrate the experience and determination to deliver the totality of the requirements.

Requirement 1 – Understanding the youth sector and the business market

The successful bidder will need to work with a wide range of organisations to build up intelligence and to demonstrate an understanding of business brokerage approaches, their strengths and gaps, operating throughout England. Bidders will need to capitalise on existing best practice and potential partnerships to ensure optimum impact. It is acknowledged that there are many examples of good practice, with different approaches, so bidders will need to be sensitive to this, encouraging diversity and avoiding pre-conception on what constitutes best practice when engaging with stakeholders.

Bidders should set out proposals for how they will use their expertise and influence to stimulate and support collaboration between youth sector organisations and business (locally, regionally, nationally)

Bidders should set out how they will work with other organisations/draw from their expertise to identify, co-ordinate and disseminate national, regional and local knowledge and evidence as best practice to a range of audiences.

Bidders should demonstrate how they expect to engage and secure the support of the youth sector and business in implementing their proposals.

Requirement 2 – How awareness of the needs and opportunities for business involvement will be increased and promoted

The successful bidder will act as a focal point for advice and support to youth sector organisations, business and public sector bodies on the benefits of securing business engagement in support of young people.

As a minimum we would expect that this will include securing a strong consensus on a business case which sets out the benefits to all partners for business support for community-led youth projects. We would also be interested in proposals which consider how the skills and time of older people, including retirees and those about to retire, can be harnessed in support of young people.

Bidders should set out proposals for how they will engage with a wide range of organisations to raise awareness and actively encourage greater involvement, together with information about intended reach in terms of numbers and at what level (local, regional, national etc).

Bidders should set out proposals for how they will increase awareness, eg through recruiting high profile champions, showcasing good practice, participation in events, experiential visits, case studies etc).

Requirement 3 – How the capacity of VCS organisations to engage with business will be built

We expect the successful bidder to work with all relevant parties, including local authorities, to identify and resource arrangements that will support VCS organisations to engage with and build sustainable relationships with business. This will include provision of advice and guidance on options for improving engagement.

Bidders should set out proposals for how VCS organisations will be supported to establish or develop sustainable relationship with business. This might include generic toolkits (taking account of existing materials), direct training opportunities (which could be self financing) and access to support networks

Requirement 4 – How brokerage services for youth organisations and business will be increased and improved

Bidders should set out their proposals for achieving this, being clear about expected reach and scale and the extent to which their proposals will impact on areas with levels of engagement identified as low. This might include facilitating directly the agreement of new relationships (as a demonstration process), support for existing local brokerage to improve and/or extend, creation of a better infrastructure for interested parties to meet/collaborate.

Requirement 5 – Delivery Plan

Bidders need to respond to the requirements in this section using **a maximum of five sides of A4**. There are no other formatting restrictions. The response will be used to form Schedule 1 of the Grant Agreement.

Bidders should set out a 15 month work programme that details plans for delivering each core requirement (1-4) above. This should include clear milestones and interdependencies, and should prioritise key functions for delivery that they see realistic and achievable.

Bidders should provide a minimum of four key performance indicators (KPIs) – at least one for each requirement - which outline what they will measure, how they will measure it and how they will be able to demonstrate success.

Requirement 6 – Financial Requirements

Bidders need to respond to all the requirements in this section using a **maximum of five sides of A4**. There are no other formatting restrictions. The response will be used to form Schedule 2 of the Grant Agreement.

Up to **£320,000 (£70,000/£250,000 in financial years 2011-12/2012-13)** funding is available over the period from January 2012 to March 2013 inclusive. Please note this includes VAT where applicable.

Bidders will need to set out costs for delivering the requirements of this specification. The available funding is for revenue costs only. There are no capital elements.

Proposals will need to be robust and financially sound and any risks or issues associated with proposed models clearly set out. It is important that your estimated costs are real, auditable, can be reported and justified in relation to the activities carried out. Bidders should therefore use their expertise and experience to present value for money proposals that, as a minimum, include:

- Overhead, administrative and other costs associated with core functions, detailing what those functions are and the resource required to deliver them.
- Detailed cost models and breakdown for each deliverable. Where appropriate, this should include daily rates and other associated costs.
- Numbers of staff, roles, responsibilities and salary costs.
- The value of pro-bono support and/or matched funding, bidders anticipate securing or may have already secured.

Assessment Criteria

0 - A score of **0** will be awarded if no response is given and/or does not respond to the requirements in any way. E.g. questions have not been completed.

1 - A score of **1** will be awarded if responses are partially completed. E.g. a very limited response has been given, that contains which does not relate to the requirements or the aims and objectives of the specification and is generic or high level. Significant levels of information may be missing.

2 – A score of **2** will be awarded if responses are completed, but are limited, giving little detail and lacking clarity in the evidence provided. Responses may contain generic statements that do not link directly to the requirements of the specification.

3 - A score of **3** will be awarded if responses demonstrate relevant evidence to deliver the specification requirements. Evidence provided makes some links to the aims and objectives of the specification but lacks detail or clarity.

4 - A score of **4** will be awarded if bidders have provided a good level of evidence that makes clear links to the specification requirements, is not generic, and addresses the majority of the points set out in the question, reflecting an understanding of the aims and objectives of the specification.

5 - A score of **5** will be awarded if responses contain extensive evidence that links directly to the requirements, addresses all the points set out in the question, reflecting a deep understanding of the aims and objectives of the specification. Responses will demonstrate that bidders have provided evidence of their experience and capacity to deliver the requirements of the specification. Evidence provided relates directly and specifically to the specification.

Weighting of Questions

You are advised to pay careful attention to the assessment scores which are detailed next to each question and the assessment criteria which will be used to mark your responses (provided on the following page of this document). The maximum score available for each section is provided below together with percentages to illustrate the overall weightings.

SECTION 1 – PRIOR EXPERIENCE	SCORE	WEIGHTING IN % (provided for illustrative purposes and rounded to nearest whole number)
Proposed business organisation/experience (3.1)	5	10%
Delivery of previous projects in past 3 years (3.2)	5	5%
SECTION 2 - DELIVERY PROPOSAL	SCORE	WEIGHTING IN % (provided for illustrative purposes and rounded to nearest whole number)
Requirement 1 – Understanding the sector/market	5	10%
Requirement 2 – Increasing awareness/involvement	5	20%
Requirement 3 – Building the Capacity of VCS	5	20%
Requirement 4 – Improving and increasing brokerage	5	20%
Requirement 5 – Delivery Plan	5	5%
Requirement 6 – Financial Requirements	5	10%

Feedback

We will offer feedback to unsuccessful bidders after conclusion of the full proposal stage. Details of the timetable for providing feedback will be provided when the outcome of the assessment is communicated to unsuccessful bidders.

Freedom of Information

The Department is committed to open government and to meeting its responsibilities under the Freedom of Information Act 2000. Accordingly, all information submitted to the Department may need to be disclosed in response

to a request under the Act. If you consider that any of the information included in your proposal is commercially sensitive, please identify it and explain (in broad terms) what harm may result from disclosure if a request is received and the time period applicable to that sensitivity.

You should be aware that, even where you have indicated that information is commercially sensitive, we may still be required to disclose it under the Act if a request is received. Please also note that the receipt of any material marked "confidential" or equivalent by the Department should not be taken to mean that we accept any duty of confidence by virtue of that marking. If a request is received, we may also be required to disclose details of unsuccessful bidders.

Conclusion

Whilst every endeavour has been made to give bidders an accurate description of the requirements set out, it is crucial that bidders should make their own assessment and propose their own solutions to the requirements set out in the document, relating both to the methods and resources needed to meet those requirements.

Annex A

BUSINESS BROKERAGE: SUMMARY OF CONSULTATION RESPONSES

Discussion topic: **Business Brokerage with the Youth Sector**

Questions for Consultation: The Government has announced its intention to provide £70,000 in 2011-2012 and £250,000 in 2012-2013 to help scale up and improve brokerage between businesses and the youth sector. The discussion paper sought views on what priorities this funding should address and how best we could build on existing arrangements to increase significantly the number of businesses involved with out-of-school services for young people.

Summary of responses received:

13 specific responses to this paper were received though relevant comments were made

In the context of other responses. Acknowledgment of the importance of developing links between business/employers and the youth sector outside of education settings was welcomed, as was the intention to provide funding for brokerage, which is seen as key.

There was broad consensus that the key to supporting self sustaining brokerage that would lead to an increase in high quality youth-business links was to focus support at local level, particularly important in terms of reaching and working with SMEs. This should be backed by creating a greater understanding of the benefits to both business and the youth sector/young people, and easy access (on-line) to support materials, training and expertise in setting up and managing such links. There was also a small number of suggestions to fund the expansion of particular programmes.

Individual questions – key points made:

1. *Where are the gaps in provision and where should this funding best be targeted to help fill those gaps?*

- Strategic work to create a climate of business readiness and to broker relationships (at national, regional and local level) about investment (not donation)
- Need to “educate” business about the benefits of community

investment in youth work

- Promotion and awareness-raising of the need and value of quality assured brokerage and professional practice
- Caution needed in positioning brokerage as the only route to support young people, could prove a barrier – consider tools for self-brokerage
- Funding needed to enable youth organisations to skill up young people’s business skills/opportunities
- Lack of access for smaller VCS organisations to gain expertise in making themselves attractive to private funders/companies
- Brokerage must reach beyond London and the bigger cities to reach smaller, more local businesses.
- Focus on supporting local brokerage organisations to widen their impact.
- Local EBPs/link organisations school focused – need to up-skill to work in wider youth sector
- Insufficient support for employee engagement and programmes (eg mentoring) which help break down barriers between young and older people, and improve perceptions and relationships
- Show overt recognition of the value of statutory sector – VCS not the only sector working with young people
- Not enough trained facilitators
- Consider the role Local Authorities can play in identifying opportunities for business support and in signposting organisations to local companies/employers
- VCS need to enhance their business skills to be effective in the current climate but without sacrificing the drive and passion for VCS work.

2. *What type of brokerage services should be offered?*

- Toolkit for business – on line resource to include “live” opportunities for involvement and make clear the benefits to business as well as to VCS/young people (work already done in this field)
- Take account of the particular resource issues faced by SMEs and

consider an on-line platform where offers of support and opportunities can be listed

- Toolkit for VCS to include how to present proposals that reflect businesses' core focus and the mutual benefits to be gained.
- Toolkits to include support for data collection and measurement of benefits
- Development and ready availability of interactive, on-line models of involvement, combining good practice and guidance on effective brokerage plus training and development.
- Bursaries for communities to trial models to provide solutions to local issues, backed by local business
- Support local infrastructure to coordinate reach to most vulnerable, in partnership with LAs, to engage businesses
- Invest in local infrastructure to match VCS with private agencies which have an untapped interest in social causes
- Support for achieving appropriate qualifications
- Support LAs – which have a good understanding of their communities - to have a greater role in identifying opportunities
- Consider extending the BiTC cares model (localised brokerage support)
- Support a dedicated network (national and regional) to share best practice etc
- Identify ways employers can access their retirees
- Support for providing business mentoring for CSOs and staff
- Support identification/introduction of a focal point for business/youth engagement at local/regional level

3. *How would success be measured?*

- Support for proposals set out in paper but recognising need for more customised measures for specific programmes
- Include measurement of business benefits, with examples
- Include how much support (cash as well as kind) secured once the relationship initially brokered has been made

4. *Providing ongoing, effective brokerage support can be expensive. Bearing in mind the limited amount of funding available, how can we best use this funding to ensure self-sustaining support?*

- Ideas can be self sustaining but will be dependent on securing significant support from business to maintain its involvement – so the focus on benefits important.
- Will also depend on VCS developing and sustaining its expertise, otherwise implications for ongoing central/regional/local facilitation.
- Support for brokerage skills development for charities etc so that they can compete for and attract relationships with private businesses and also help them secure pro-bono support.
- Government Departments should take a lead, eg by including in their business plans specific actions to encourage business support to VCS
- Support for work that builds long term relationships between business and youth providers (important that youth services are not “out of pocket”)
- Support for self sustaining brokerage organisations in regional hubs
- Consider financial incentives (eg taxes) to encourage businesses to get involved.