



Department
for Education

Children, Young People and Families VCSE Strategic Partner 2013-15

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1 Introduction

The Department for Education wishes to develop its strategic relationship with the children, young people and families voluntary, community and social enterprise (VCSE) sector. This will enable us to strengthen capability and capacity across the sector and bring the sector's voice and expertise into the development of policy.

This document sets out details of the VCSE Strategic Partner grant we propose to award for 2013-15. We are seeking to award a single grant of up to £1m in value in each funding year, 2013-14 and 2014-15. This is a high profile and significant grant award and we expect the successful applicant(s) to have a strong track record of previous success which will enable them to operate strategically at the national level.

We are seeking a partner that can operate at the national level, working effectively across the children, young people and families sector to address complex and challenging issues. We will expect the partner to be well versed in issues of strategic importance to this sector. We also require our partner to be able to offer or source expertise across a range of children, young people and family policy areas. These should include in particular early years, young people, safeguarding and children in care and adoption.

The partner will need to deliver the following key functions:

1. Facilitate communication between the children, young people and families VCSE sector and the Department;
2. Support us in addressing difficult policy and delivery questions;
3. Support and challenge other DfE VCSE grant and contract holders to deliver; and
4. Work strategically across sectors including both local and central government.

This is a wide ranging role and so we are particularly seeking a partnership or consortium approach although single bidders are eligible to apply. Bids must be made on a not for profit basis.

Given the focus and nature of this grant we require the lead and accountable body of a partnership or consortium bid to be a voluntary, community or social enterprise organisation. Similarly any sole bidder will need to be a member of this sector. Partnership or consortia members may include members from outside the VCSE sector providing they are bidding on a not for profit basis.

This funding forms part of a wider range of opportunities for organisations to work with the DfE supporting children, young people and families. In particular we recently invited bids for our National Prospectus Grants Programme 2013-15. The deadline for the receipt of bids has now closed and we expect to make announcements about successful applicants in February 2013. The new Strategic Partner will be expected to work with the successful recipients of a National Prospectus Grant.

2 Process and Timetable

Process

The grant will be offered following a one stage application process. Applicants should complete the application form in full and submit it with the specified supporting documentation by email to the address set out below.

All applications will be assessed in full. We may wish to meet with applicants to clarify aspects of bids to more clearly understand the options.

Bids should reach us by **noon on the 11th January**.

Bids and all supporting documents must be submitted electronically to dfefunding@education.gsi.gov.uk

The application form must be submitted in a format that is compatible with Word 2003/PDF Adobe X. The maximum size for attachments is 5MB in total.

Your proposal must arrive by the deadline. Bids which arrive after noon on the 11th January will be automatically rejected so please factor in the time it takes to receive your email.

Further information about our requirements and the process are set out in this document, the application form and the accompanying FAQ document.

If you have a query about our requirements and the process which are not covered in these documents please send it by email to enquiries.dfefunding@education.gsi.gov.uk. You should identify in the subject header 'VCSE Strategic Partner Grant'.

We will respond directly to enquiries but if your question is of wider application then we may include it, and our response, in a revised version of our FAQ document which we will publish on our website.

Please note that while we can provide clarification on our requirements and the process we cannot offer a view on proposals which organisations are considering submitting. This is a competitive process and all bids will be assessed in line with our requirements as set out in this document, the FAQ and the application form.

The enquiries email box will close at noon on the 4th January. We will normally aim to provide you with a response within 2 working days of receipt although please note we cannot guarantee this over the Christmas period.

This prospectus, the application form and Frequently Asked Questions document will all be available at our website at: www.education.gov.uk/national-prospectus-grant

Timetable

This is the proposed timetable for organisations interested in bidding. This is a guide. The Department does not intend to depart from the timetable but we reserve the right to do so at any time.

Prospectus published	7 Dec 2012
Enquiries mailbox closes	4 Jan 2013
Deadline for receipt of applications	Noon 11 Jan 2013
Clarification meetings if needed	21 and 22 Jan 2013
Results announced and applicants notified	11 Feb 2013
Work plan negotiated and agreed	11 March 2013
Grant Funding agreement agreed and signed	25 March 2013
Funded activity begins	1 April 2013
Funded activity ends	31 March 2015

Please note:

Applicants should ensure that they are available to attend a clarification meeting on the dates indicated. We anticipate the meeting will be held at our central London offices but where mutually convenient it may be possible to agree to meet at another one of our offices. Applicants will be responsible for meeting their own travel and subsistence costs.

Grant award

The total value of grant funding that we can make available each year is £1m. However, the Department does not guarantee that the full £1m funding will be used each year. We expect to agree initially a grant amount in the range of between £400,000 - £600,000 each year in 2013-14 and 2014-15. This will be to provide a set of core activity over the course of each year. We may wish to agree additional funding to deliver additional activity over the course of the year in response to emerging need. Any additional activity, including associated costs, shall be agreed by the Department and the grant recipient in writing and agreed changes will be made to the grant funding agreement by means of a variation letter. Funding will be available for a maximum of two years. Please see the section 'Grant Requirement' for further information about how we propose to award funding.

Grants will be awarded for all eligible direct project costs (revenue funding). Eligible expenditure does not include capital expenditure (for example building work, computer, video, photographic or printing equipment), or procurement of assets.

The grant will be awarded on the basis of the Department's standard grant funding agreement. We have recently revised this to reduce jargon, increase clarity and improve the flow and structure. Some changes to content have also been made. You can find a new (model) version and explanatory notes on the DfE website. Please note this is a model version and may be subject to future changes. Any future change shall be agreed with the successful applicant.

3 Grant requirement

We recently announced investment of up to £60m per year in 2013-14 and 2014-15 in grants and contracts for children, young people and families. This includes a new £30m per annum VCSE grant programme, the National Prospectus Grant Programme, which will support innovative activity of national significance across a range of policy and service areas. Applications for grants recently closed and we will make announcements about successful applicants in February 2013.

In addition to this investment we wish to strengthen our strategic relationship with the children, young people and families VCSE sector. This will enable us to strengthen capability and capacity across the sector and bring its voice and expertise into the development of policy.

Context

In this context the Strategic Partner Grant will support the following aims:

- Identify and address issues of strategic importance across the children, young people and families VCSE sector, including in partnership with central and local government;
- Support the sector so that it can develop innovative and effective approaches to supporting children, young people and families; and
- Help drive transformational change across the sector to help organisations prepare effectively for the future

We are seeking a partner that can operate at the national level, working effectively across the children, young people and families sector to address complex and challenging issues. We will expect the partner to be well versed in issues of strategic importance to this sector. We also require our partner to be able to offer or source expertise across a range of children, young people and family policy areas. These should include in particular early years, young people, safeguarding and children in care and adoption.

Applicants have a broad degree of discretion in setting the parameters for the grant activity, provided their proposals support the aims set out in this document and secure delivery of the key functions detailed below. We are looking for flexibility in the delivery model and expect to agree a core set of activity for each grant year, retaining the capacity to agree additional activity over the course of the year as required.

Our partner will need to be able to deal confidently with complex strategic issues. This should include the action needed to respond to the wider funding climate, enabling the VCSE to function within this context and find ways to deliver more efficient and effective services. This may also include looking at means of diversifying funding streams and responding to new models of organising and funding service delivery. We will expect our partner to draw on the experience of our National Prospectus Grant holders to help identify new and innovative approaches to service delivery.

Delivery of this grant will take place at a time of rapid and fundamental reform. This includes significant changes to the way that health, education and children's services are delivered. There is an increased emphasis on local decision making and commissioning with reduced central government prescription. The partner will need to be able to operate within this context and work collaboratively with relevant partners.

Criteria and role description

We are looking for a Strategic Partner that can demonstrate that it has a strong track record of success and can engage credibly at the national strategic level. We are looking for bids which:

- Deliver targeted activity which is flexible, responsive, timely and innovative;
- Offer wide ranging high quality evidence based expertise on a range of issues of strategic importance to the DfE and the children, young people and families VCSE sector;
- Operate on a cross sector basis building links across central and local government as well as the broader VCSE sector.
- Represent the views of children, young people and families and a diverse range of organisations; and
- Offer proposals which will make a real difference to both services and organisations. Success should be clearly defined.

We are looking for a partner who can deliver all of the following key functions;

1 Facilitate communication between the children, young people and families VCSE sector and the Department

- Disseminate information about DfE policy developments and issues to the VCSE (and other organisations if appropriate);
- Gather views from VCSE in response to DfE policy proposals and their implementation; and
- Advise and inform the Department about key issues that impact on the voluntary and community sector.

Applicants will need to be able to communicate effectively with VCSE organisations in all children, young people and family sectors with particular emphasis placed on reaching organisations working in early years, young people, safeguarding, children in care and adoption. It will be important to access those working at the front line and grass roots level. Use should be made of existing channels if possible and we expect applicants to demonstrate the effectiveness of their proposals.

2 Addressing policy and delivery questions

- Act as a 'critical friend', providing evidence based specialist expertise drawing on experience within the VCSE to influence and shape policy development.
- Provide mechanisms to offer a robust assessment and analysis of key issues relevant to DfE priorities for children, young people and their families
- Develop evidence based solutions to these issues, using innovative approaches to support new policy development and delivery.
- Strengthen partnerships between and across central and local government and other local commissioners such as schools and health bodies.
- Offer means to facilitate local and national service delivery by sharing advice, guidance and good practice.

Policy expertise will be expected to be offered across a range of issues. This might include issues specific to the VCSE as a whole or issues which are specific to an individual policy area. These will include the policy priority themes we identified in our National Prospectus Grants programme around early years, safeguarding, children in care and adoption and young people. We are tendering for a Reform Partner to support reform of

the SEND sector. The Strategic Partner will be expected to work with the Reform Partner as necessary.

Proposals here, and elsewhere, need to be solution focused with a real intention to deliver reform.

The successful applicant will need to be flexible in their approach and delivery model in order to respond to new policy challenges as and when they arise. We do not necessarily expect the successful bidder to themselves (either collectively or individually) to hold the required level of policy expertise on every policy area, but the delivery model will need to satisfy us that it can be obtained as and when needed.

3 Support and challenge other VCSE grant and contract holders

- Offer both bespoke and cross programme support on key and common issues which inhibit VCSE organisations from offering effective support to children, young people and families and reduce the value for money of our grant investment.
- Broker or facilitate support from other organisations and sectors to address issues and improve delivery.
- Provide advice and support on how national and local service providers can move towards self-sustaining services.
- Use support activity to identify common issues and also build evidence of how they can be addressed which can be disseminated more widely.

We expect this support to be targeted at grant holders under our new National Prospectus Grant Programme 2013-15 although we may also wish to include some contract holders from the VCSE. The support offered should be differentiated according to need and priority. The successful applicant must also ensure that they do not duplicate other activity or funding already available. The Department remains responsible for the management of individual grants with grant holders – we are looking to the Strategic Partner to offer additional support to complement this role. We would expect one to one support of grant holders to be limited and exceptional.

Bids should demonstrate that the support to be offered will be needed and valued by grant holders as well as likely to have demonstrable, positive impact. The exact number of grant holders that the partner may be required to work with will not be known until grants are awarded in 2013. For planning purposes bidders should assume that they will need to work with between 50-100 organisations.

4 Work strategically across sectors

- Offer mechanisms to bring sectors together and develop collaborative approaches;
- Develop solutions which progress shared issues across and behalf of sectors;
- Challenge other sectors to amend or improve their approaches for the benefit of children, young people and families, in line with DfE priorities.

The partner should be able to champion the interests of the children, young people and families VCSE sector, working collaboratively with a range of partners. These should include other government Departments, other VCSE organisations offering strategic expertise (including those working as strategic partners with the Department of Health) and local government strategic bodies such as the Local Government Association and the Children's Improvement Board .

Eligibility

Individual organisations may bid as sole bidder. However, given the wide ranging role, the Department is particularly seeking a partnership or consortium approach. Bids must be made on a not for profit basis.

The lead and accountable body for the partnership or consortium must be clear in the application. This body will be responsible and accountable to the Department for the management of all grant monies.

Given the focus and nature of this grant requirement we require the lead body to be a VCSE organisation. The Cabinet Office defines these as:

“Non-governmental organisations that are value-driven and which principally reinvest their surpluses to further social, environmental or cultural objectives.”

This includes a diverse range of organisations, however these can broadly be categorised as:

Charities - organisations which are established for exclusively charitable purposes in accordance with the law of England and Wales. Most charities with an annual income of over £5,000 have to register with the Charity Commission.

Voluntary and Community organisations - independent organisations, which are established for purposes that add value to the community as a whole, or a significant section of the community, and which are not permitted by their constitution to make a profit for private distribution. Voluntary organisations do not include local government or other statutory authorities.

Social Enterprises – businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or community, rather than being driven by the need to maximise profit for shareholders and owners. As social enterprises can be structured as for-profit, they are eligible to make applications under this grant scheme only on a not-for-profit basis

Organisations which are not VCSE may be included within the membership of a partnership or consortium. However, the whole bid must be submitted on a not for profit basis and the lead accountable organisation must be a VCSE organisation as defined above.

Delivery model

We particularly want bids which offer a delivery model which is flexible and can respond swiftly to the changing demand created by the fast moving policy environment. Consequently, we wish to receive bids which will operate on a ‘call off’ model of delivery. We would expect to agree with the successful applicant a core set of activity and objectives at the beginning of each grant year. We would expect this grant to be of between £400,000 and £600,000 each year. We would expect additional funding for additional activity to be made available to meet this cost over the course of each year to respond to emerging need. The total value of grant funding we can make available each year is up to £1million.

4 The application process

Organisations must prepare applications in accordance with this document, the FAQ and the application form. An application must include a completed application form and supporting documentation. All information requested in the application form must be provided to enable your application to be fully considered.

Your application is not an agreement or contract. Where bids are not of a sufficiently high standard we reserve the right not to award a grant.

How to apply

The grant will be offered following a one stage application process. Applicants should complete the application form in full and submit it with the specified supporting documentation by email to the address set out below.

All applications will be assessed in full. We may wish to meet with shortlisted applicants to clarify aspects of bids to more clearly understand the options.

Bids should reach us by **noon on the 11 January**.

Bids and all supporting documents must be submitted electronically to dfefunding@education.gsi.gov.uk

The application form must be submitted in a format that is compatible with Word 2003/PDF Adobe X. The maximum size for application and attachments is 5MB in total.

Your proposal must arrive by the deadline. Bids which arrive after noon on the 11th January will be automatically rejected so please factor in the time it takes to receive your email.

Further information about our requirements and the process are set out in this document, the application form and the accompanying FAQ document.

Supporting documentation

Your application form should be accompanied by the following annexed documentation as necessary:

- Consortium Arrangements - Details and Agreements – supporting Section C
- Supply Chain – Details and Proposals – Supporting Section C
- Financial Information (usually audited accounts) – supporting Section D
- High Level Delivery Plan – supporting Section I
- Costs annex in relation to the charges associated with additional work which may be commissioned over the grant period – supporting Section L
- Indication of which information you believe is commercially sensitive

General guidance notes

Proposals will be rejected if the information asked for is not provided in your application.

Inducements

Offering an inducement of any kind in relation to obtaining this or any other grant with the Department will disqualify your application from being considered and may constitute a criminal offence.

Costs and Expenses

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

Feedback

Following the award of the grant, feedback will be available to unsuccessful bidders on request.

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 proposals.

Management information

The successful grant recipients will be asked to provide management information to meet the needs of the Department. These will be subject to further negotiation but the Department's minimum information needs are:

- Quarterly written reports on achievement of key outputs and milestones as set out in the Delivery Plan; and
- Two meetings per grant funded year with DfE policy leads to review overall performance.

The Department will specify the format for providing management information as part of the process of issuing the grant agreement. The Department will also expect applicants to set out in their proposal how intended outcomes will be measured. Organisations which are subsequently awarded a grant will be required to agree on the approach to measuring and evaluating the activity and the expected impact of planned outcomes. The Department may wish to formally evaluate some activity and if requested to do so, you will be expected to participate in the process and methodology.

State Aid

State Aid rules must be adhered to. State Aid is a European law term which refers to forms of financial support from a public body or publicly-funded body, given to organisations engaged in economic activity on a selective basis, which has the potential to distort competition and affect trade between member states of the European Union. Unauthorised State Aid is unlawful aid and if public authorities award State Aid in breach of the rules, the European Commission has the power to require repayment with interest from the aid beneficiary. State Aid may be permitted if it falls under a certain threshold. This is known as de minimis aid. Currently the total de minimis aid granted to any one organisation must not exceed €200,000 over any period of three financial years.

We consider it unlikely that the funding to be provided under this scheme would be considered State Aid. However applicants should form their own view, taking advice if necessary, as to whether any funding they have received is State Aid. If you have received State Aid from any public body in the previous three financial years you must let us know on the application form.

Government Spending Controls: Communications, Marketing, Advertising and Consultancy

As part of the Government's commitment to deliver value for money in public spending, bidders should be aware that, should your proposals include communications, marketing, advertising or consultancy activities, DfE will have to seek internal approval to proceed. This may delay the funding and also the commencement of such activities and so you should factor in these required approvals in your response to this Prospectus. We may also, depending on value, need to seek Cabinet Office approval too. We may require further information on your proposals at this point and you should be ready to respond quickly.

Approval to proceed is not always given but exemptions may be granted for essential activities where cost effectiveness can be evidenced and where other no cost or low cost options have been exhausted.

The controls apply to most communications activity including printing and publications, events, PR and digital communications activity, and engagement of consultants.

If you would like to know more about the kinds of spend which are caught by the Cabinet Office Spending Controls, please go to:

<http://www.cabinetoffice.gov.uk/resource-library/cabinet-office-controls-guidance>

In summary, the Controls are:

Marketing and Advertising

Exemptions for expenditure under £100k can be approved within DfE where proposed communications related activity is judged to be critical to delivery of the project and meeting agreed national priorities for the government.

Exemptions for expenditure over £100k require clearance within DfE and Cabinet Office.

Consultancy

Consultancy exemptions under £20k can be approved within DfE. Consultancy over £20k may require DfE and Cabinet Office clearance.

5 Guidance on completing the application form

Please note the following:

- Please answer every question. Failure to fully complete all parts to the application may result in your application being rejected as ineligible. If the question does not apply to you please write N/A; if you don't know the answer please write N/K.
- The 'Department' means the Department for Education
- Applications will be assessed in one stage – all applications will be assessed in full.
- Applications will be assessed by policy officials across the Department. Officials will be advising Ministers on which proposals best meet the Department's priorities and will make the biggest impact to children, young people and families in England.
- There will be no opportunity to appeal against decisions on project funding. DfE will, however, provide feedback to unsuccessful organisations where this is requested.

Scoring matrix

The evidence matrix below is to be used to ensure a consistent approach is taken when scoring applications. Each section of the proposal will be scored out of a maximum of 5 using the rating scale and pro forma below. This score will then be multiplied by the stated weighting i.e. 1x 4 (4); 2x4 (8); 3x4 (12); 4x4 (16); 5x4 (20); etc, to produce a final score.

0	No evidence/response.
1	Poor response. Very little evidence of appropriate knowledge skills or experience.
2	Unsatisfactory. Some evidence of appropriate knowledge, skills or experience. Meets requirements in some areas but with important omissions.
3	Satisfactory. Reasonable evidence of appropriate knowledge, skills or experience. Meets requirements in many areas but not all.
4	Very Good. Sufficient evidence provided of appropriate knowledge, skills or experience. Have confidence in their ability to deliver the required project.
5	Exceptional demonstration by the applicant of the relevant ability, understanding, experience, skills, resources and quality measures required to provide the project. Meets all requirements outlined in the prospectus.

Guidance on Specific Sections

Sections A – E Financial and organisational information (not scored)

Please complete the tables as requested.

The sole bidder/the lead organisation must be from the VCSE sector.

The Department is flexible on the structure and agreement chosen for consortium or partnership bids provided it is transparent, appropriate and not-for-profit. We do not have or provide a formal definition of partnership or consortia. Generally a consortium or partnership in this context means an association of several entities who will be collectively treated as a single entity comprising a lead member who will act as the recipient for the grant. The lead member should have the legal authority to deal with the DfE on behalf of the consortium in respect of the grant agreement. This approach can be contrasted with the lead body and third party model where the lead body subcontracts with third parties, but those third parties would not share in the leadership or direction of the project.

Where you are bidding either as a sole bidder but you intend to use third parties to deliver some activity, or you are bidding as part of a consortium/partnership you will need to attach details of the supply chain. The information required is specified in the application form.

If you are bidding as a consortium/partnership you will also need to demonstrate the strength of all partners throughout your proposal and ensure that consortium/partnership arrangements are reflected as appropriate in each section. Your application will need to demonstrate:

- the overall management arrangements and decision making processes within your partnership/consortium;
- How performance and quality of services will be maintained amongst the partners, and how these will be monitored;
- The financial agreements between the consortium/partnership agreement; and
- How you will solve any problems that may arise in the partnership/consortium.

The only exception to this is in section E where financial information should be submitted in relation to the lead organisation where the bid is made on behalf of a partnership or consortium.

Section F Your past record (weighting of 5, maximum 25 marks)

Responses to this section will be used to undertake an assessment of your organisation's ability to provide the activities required. Applicants will need to demonstrate how their experience and expertise will be used to take forward proposals.

Please provide contact details of three organisations which are prepared to act as a reference for your organisation. We would normally expect these to be drawn from the last three years but you may include older examples if you feel they are more pertinent. The references may relate to any of the members of the partnership or consortium that is bidding. These examples should be relevant to our requirements and support your case that you have the experience and expertise needed.

If you wish to use DfE as a reference, where you have previously had a grant or contract from DfE, then please email enquiries.dfefunding@education.gsi.gov.uk. Please give the details of the grant or contract in question. We will then confirm by email that we are prepared to act as a referee. Upon receipt you can then include the Department as a reference.

Please set out any experience that you have which demonstrates your suitability to provide the requirement. This should draw on the three examples of grant/contract delivery cited. You may also draw on other examples in addition to these. Where bidding as part of a

partnership/consortium you will need to demonstrate the strengths of the consortium or partnership as well as the lead organisation and you should include details of your partners experience as relevant.

We are looking for a partner with the expertise required to deliver our grant requirements and command credibility across the VCSE and other sectors at the national level, including with local and central government. To this end we will expect bidders to be able to demonstrate:

- They have a strong track record of relevant delivery and achievement.
- They have knowledge and understanding of:
 - the issues that impact on children, young people and families;
 - current DfE policy and objectives; and
 - the nature of the children, young people and families VCSE sector and the context in which it operates.
- They can bring a wide range of skills and expertise to the grant programme including demonstrable expertise in analysis and use of evidence; strategic thinking; communications; influencing and negotiating; and problem solving.
- That they have experience of successfully operating at a national, strategic level.

Section G Aims and objectives (weighting of 3, maximum 15 marks)

Please set out clear aims and objectives for your bid based on our grant requirements. Objectives will need to be robust, timely, achievable and capable of measurement. They will need to demonstrate the clear added value of the activity proposed.

Section H Delivery model (weighting of 4, maximum 20 marks)

Please set out details of the delivery model that you are proposing. Please explain how you will establish this including key milestones and dates as appropriate.

This model should be capable of working effectively on the 'call off' basis that we describe in the prospectus. This will need to demonstrate that you can respond quickly to requests for additional activity and set out how you would approach the set up and delivery of this. This should also set out how you will provide or obtain the range of expertise required under this grant agreement, including expertise in early years and childcare, young people, safeguarding and children in care and adoption as needed.

Partnership and cross sector working will be an important element of the work of the Strategic Partner and you will need to set out how you will ensure that you will operate on a collaborative, cross sector basis. You should set out the approach and mechanisms that you will employ to achieve this, ensuring your approach is cost effective and avoids duplication. This should include detailing the partners you propose to engage with.

Section I Delivery plan and approach (weighting of 4, maximum 20 marks)

Please set out a narrative outline of your approach to delivery of all of the 4 key functions which we describe in the prospectus. This will form the set of 'core activity' that we would expect to agree initially. It does not need to include 'additional' activity which will be commissioned in year on a 'call off' basis.

This should set out how you will address the key issues highlighted in the Prospectus; the expected impact of the activity; and how it will meet our delivery requirements. This should include details of:

- The proposed methodology/approach;
- The rationale, including evidence base, for the activities proposed and their intended outcomes; and
- Who you intend to work with;

The narrative outline should be accompanied by a high level delivery plan which sets out the key tasks, delivery milestones and outputs. This should include detailing who is responsible for delivering and by when. The high level delivery plan may be set out in a format and design of the your choosing provided it is:

- no more than two A4 pages in size; and
- compatible with Word 2003 or Adobe pdf X.

This high level delivery plan is not included in the word limit specified for this section of the application form.

Section J Plans for research and evaluation (weighting of 2, maximum 10 marks)

Please explain your proposals for ideas for how the impact of activity delivered and supported under the programme can be measured and captured. This should also include setting out how evidence gathered and lessons learnt will be disseminated. Explain whether this will be an internal or external exercise and, where appropriate, when reports will be completed.

Section K Management, governance and risks (weighting of 3, maximum 15 marks)

Please explain the management and governance arrangements for what you are planning to deliver, including detailing who would be responsible for day to day contact with the Department and how the performance of all partners will be managed. You should also:

- clearly explain your arrangements for safeguarding vulnerable children and young people as part of your planned activities (where this is applicable);
- describe your arrangements for monitoring your proposed activity. Monitoring should include progress of activities and outcomes, risks, and finances; and
- set out the key risks facing this proposal, your judgement on the probability of their occurrence and your plans for managing and mitigating those risks and for controlling them if they materialise;

Please complete the risks table as set out in the application form

Section L Costs and value for money (weighting of 5, maximum 25 marks)

Applicants will need to demonstrate that their proposal offers the tax payer value for money and that efficient and effective delivery models are being used.

Please complete the costings table as set out in the application form. The information in this table should contain costing information in relation to the 'core activity' that you are proposing to undertake.

The narrative section, with reference to the 'core activity' you propose, should include:

- Details of the proposed staffing to deliver the outcomes including key roles identified to lead the activity as well as other roles to support delivery;
- A clear breakdown of the costs you expect to incur in meeting your stated objectives. We would be willing to consider different levels of funding for different service levels within your proposals. But you must be clear and specific about the levels of activity you wish to deliver within your proposed funding ranges;
- Include all expenditure that you expect to incur in relation to proposed activities;
- A clear rationale for how you have devised the costings and explain the assumptions underpinning the costings and why you think these are realistic; and
- How you will demonstrate your value for money case within the proposed costings (e.g. you could benchmark costs against similar activities; demonstrate how the project will contribute value through access to wider community resources etc).

Proposals will need to be underpinned by a clear market analysis for future services: Providing data to support the project (i.e. indicative unit costs, pricing strategy, outcome measures etc in order to demonstrate the VFM for products/ services); and outline plans for identifying and securing potential future funders where appropriate.

Applicants should highlight any risks associated with proposed costings and explain practical actions to be taken towards mitigating them, demonstrating the capacity within the organisation to execute plans for future financial sustainability of the project if appropriate. Please note that funding can be used for all the eligible, direct costs of the project, including:

- Salary costs including National Insurance, travel and subsistence expenses (England only)
- Staff training related to the project
- Monitoring and evaluation
- Professional fees associated with the project
- Approved marketing and communication for the project (subject to the Government Efficiency reform guidance)
- Overheads costs directly related to the project
- Equipment for use on the project (but not for Capital items i.e. building works)

The narrative should also include a brief summary of your proposals for the process for agreeing any additional commissioned work and on what basis costs will be agreed. Please note that any additional work, including associated costs will be agreed between the parties in writing and any agreed changes will be added to the grant agreement by means of a variation letter. If you wish you may attach an annex (maximum size one page of A4) which sets out any proposed charging regimes, eg such as day rates for certain individuals.

VAT

A grant of money to an organisation will normally be outside the scope for VAT. Bidders should indicate if VAT is applicable to their proposal, and if so, include VAT in all costings as this will form part of the overall grant award to the applicant. Claims for grant payment must however include any irrecoverable VAT incurred by that organisation. All grant expenditure claimed will be net of any VAT that is recoverable from Her Majesty's Revenue and Customs. You should refer to HMRC Reference: Notice 701/1 (May 2004) if you have any VAT questions.



Department
for Education

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