

Invitation to Tender

First version issued: March 2020

Re-issued: April 2020

PHF Youth Fund: Three case studies of approaches to asset-based work with young people

This is an updated and re-issued invitation to tender

We have made a number of adjustments to the scope and timetable for this work in light of the fast-changing context and potential impact of the COVID-19 emergency on its delivery.

We recognise that the situation is likely to continue to change during the commissioning and delivery period which makes developing a proposal more challenging than usual. We hope we have made clear our assumptions at the time of writing, but the situation may have moved on by the response deadline, so respondents are encouraged to use the best information available to inform their proposal.

1. Introduction to Paul Hamlyn Foundation

Paul Hamlyn Foundation is one of the UK's largest independent grant-making organisations, with a mission to help people overcome disadvantage and lack of opportunity, so that they can realise their potential and enjoy fulfilling and creative lives. We have a particular interest in supporting young people and a strong belief in the importance of the arts.

The Foundation was established in 1987 by Paul Hamlyn (1926–2001), the publisher and philanthropist, and the Foundation's giving priorities reflect his beliefs and instincts. Paul believed in a fair society in which people could realise their potential, free from prejudice and disadvantage. He wanted people to access, enjoy and benefit from the Arts, and he had a particular concern to improve opportunities and life chances for young people. He was also an innovator, who built his success on developing new approaches to overcoming challenges. We seek to reflect these values throughout the areas of activity we support and the ways in which we work.

The Foundation is governed by a board of trustees, with a staff of approximately 50 people. The majority of our grant funding is delivered in the UK; there is also a smaller India programme, based in Delhi.

2. About the Youth Fund

The Youth Fund aims to enable organisations to sustain and prepare to grow their impact. It is open to organisations whose main purpose is work to benefit young people (aged 14-25) in the most precarious positions, where making the transition to adulthood is most challenging. The Fund is focussed on supporting organisations that work with young people in a way that recognises and builds on their strengths and abilities - sometimes referred to as 'asset-based', 'strengths-based' or 'advantaged thinking' approaches.

The Fund has been open since 2015 and in that time has funded 147 organisations, these are spread across the UK. Funded organisations range considerably in size – the Fund is open to organisations with an income between £25,000 and £5 million.

The grants provided by the Fund are between £30,000 to £60,000 core funding, over a period of 2 years. In addition to the funding, organisations are supported to begin making connections with others in their cohort (usually comprising around 30 funded organisations) through two convening days and have access to a LinkedIn group which is used to share news and resources.

A list of grants to organisations funded through the Youth Fund are available here:

https://www.phf.org.uk/grants/?select-region_country%5B%5D=uk&select-new_fund%5B%5D=youth-fund

PHF commissioned Renaisi to undertake a developmental evaluation of the Youth Fund during its first years of operation. The evaluation had a focus on building understanding around three key features of the fund: the offer of core funding, the focus on asset-based work with young people, and the aim to support organisations to sustain or grow their impact. Reports on these topics and an executive summary are available on our website, along with further information about the Youth Fund www.phf.org.uk. Bidders should be aware that the report on asset-based work with young people includes details of a framework that Renaisi developed through their work with a sample of Youth Fund grantees.

Alongside the evaluation, Colin Falconer of InspireChilli was commissioned to develop a framework to support the funded organisations' understanding of where and how they could develop their asset-based practice. His work resulted in 'asset spots', a framework showing the different domains in which assets can be identified and used. A summary of the 'asset spots' is available on request.

PHF is endeavouring to support grant-holders during the coronavirus crisis, taking a pragmatic and flexible approach to how grant monies may be used, and providing additional support in some cases. We recognise that many organisations funded through the Youth Fund are making considerable changes to their operations and approaches in response to the change in context, and that their priorities may be very different to those they had at the time of applying for their grant.

We plan to offer video call opportunities for grant-holders to connect with each other during April and may adopt other measures in response to demand and feedback.

Further information about PHF's approach to supporting grant-holders and the wider sector during the crisis will be made available on our website.

3. Rationale

Through discussions with our applicants and funded organisations we know that it can be difficult to translate the theory of asset-based approaches into practice, or to identify practice that is 'asset-based'. Through this commission we want to help bring the theory and frameworks to life through providing three real examples, that people within organisations working with young people can relate to, understand and that reflect their experience.

4. The brief

a) Aim

The aim of this commission is to enable organisations working with young people to learn from others' experiences of developing and implementing asset-based approaches, in order that they might develop their own approaches; and more broadly to inform funders and the wider voluntary sector about what asset-based work with young people can look like in practice.

b) Approach

The timetabling and delivery of this work will need to be sensitive to the capacity of youth fund organisations to engage with the research and be compliant with government guidelines around social distancing.

The researcher will work with PHF to invite organisations to participate in the research, and to refine the approach to selecting the final three organisations in order to give a range of practical examples of asset-based practice across different types of organisations.

The researcher will liaise and agree with the youth organisation and PHF the extent to which the case study reflects contemporary practice and/or practice prior to coronavirus.

The researcher will work with the identified organisations to come up with an appropriate method to undertake the data collection, given the organisation's context, ways of working and consideration of who needs to participate in the research. The researcher will support the research participants to reflect critically on their experiences. In developing the analysis the researcher will provide a level of independent critique and commentary, and may draw out common themes across the three cases.

The researcher should agree an appropriate process for commenting and sign-off of the case study outputs with each organisation that fits with the overall project timetable.

c) Audience, outputs and timetable

The main audience for this work will be organisations working with young people but the outputs should be suitable for a broader audience including funders and the wider voluntary sector.

The minimum outputs for this commission are 3 case study written reports – each drawing out:

- a description of the organisation, its context and areas of focus;
- descriptions of how the organisation approaches and demonstrates asset-based work - linking these to the relevant frameworks where appropriate;
- descriptions and reflections on the approaches taken to develop and improve their asset-based work, the influences, challenges and enablers;
- any evidence of the impact of asset-based working approaches for the young people, staff, wider stakeholders, the quality of the organisation's practice, or delivery of its aims and outcomes; and
- Critical reflections and lessons learnt by the organisations about how to develop, review and improve asset-based practice.

Ultimately we hope that most organisations working with young people who engage with the case studies will:

- be able to relate to at least one of the case study subject organisations;
- understand how this way of working may benefit staff and young people as well as supporting organisational aims and outcomes; and
- understand what steps they would need to take in order to develop their practice in this way.

At this stage we would like draft final written outputs to be submitted to PHF by mid-December, with the intention that final versions of the text are agreed by the end of January – however, we recognise that this timetable may need to flex depending on the changing context and the needs of participant youth organisations. We would ask the contractor to confirm their ability to flex delivery, and propose that an appropriate timetable is agreed on appointment.

We welcome suggestions for how the case studies could, additionally, be presented in more creative formats to make these more engaging. Respondents are invited to suggest options for alternative formats, detailing where relevant what their role in producing these could be and, if available, provide links to examples.

5. Consultant's skills, knowledge and values

The support provider(s) will have:

- Demonstrable skills, knowledge and experience of undertaking qualitative research, for example, interviews and observations, and particularly of developing case studies.
- Skills and familiarity in using digital tools to undertake qualitative research virtually.
- Creativity and flexibility to respond to issues, or the changing context, quickly and adjust the approach to or style of delivery, to minimise the research burden for participants.
- Excellent writing and communications skills – the ability to write clear and engaging case studies, conveying complex ideas using simple language; and strong verbal communication skills including listening and questioning.
- Experience of working directly with young people;
- Knowledge and experience of issues for organisations that work with young people facing challenging circumstances in the UK, and good awareness of the challenges posed by COVID-19 for these organisations;
- Good understanding of 'asset-based' thinking and approaches, including relevant frameworks.
- Good understanding of issues relevant to the voluntary sector and the funder – funded organisation dynamic.
- Strong interpersonal skills and the ability to build trust and rapport quickly.
- Strong skills in project and risk management
- Commitment to the Foundation's values and support for the ethos of the Youth Fund.

Full details of your skills, knowledge and experience of relevant work must be included in the tender return.

We are open to proposals from consortia of organisations or individual consultants, where there are appropriate measures in place to ensure clear lines of management and communication. Payment arrangements will be via a single organisation or consultant, usually with the bid leader.

Responses from individual consultants working alone should include details about arrangements to ensure quality assurance of the work and outputs and how the contracted work would be delivered in the event they are unable to do so personally.

6. Budget

The total budget for the development of the three case studies is a maximum of £15,000 (excluding VAT).

The tender return should include an outline of the budget. This should include a detailed breakdown of all costs and timescales, including the number of days for each task and the rate per day of each team member. Estimates should be provided where there are different options, e.g. for alternative format outputs.

An appropriate allowance for expenses and management time should be included. In presenting your budget, please indicate VAT where this applies.

PHF will separately provide a small allowance to each participant organisation to cover the costs for their staff, volunteers and young people to participate in the research. PHF will also meet the costs of final preparation of the case studies either for written publication (e.g. proof-reading and design costs) or production in alternative formats. Where an alternative format is proposed, please ensure your budget clearly presents the estimated costs that would be included in the specified budget and any that would be additional.

7. Data protection and confidentiality

The contractor must comply with all of the requirements of General Data Protection Regulation 2018 and shall ensure appropriate research consents for any data collection.

The contractor must maintain confidentiality about their dealings with PHF.

8. Safeguarding

Paul Hamlyn Foundation funded and contracted organisations, individuals and projects that work with children and young people or vulnerable adults are required to have a safeguarding policy and active procedures in place. Tenderers should therefore provide responses to the questions in Appendix A as part of their submission. The successful contractor will also need to liaise with the case study organisations to ensure alignment and compliance with their safeguarding policies.

If you have a safeguarding policy please attach this to your submission.

Please note that there may be specific safeguarding considerations relating to conducting research or delivering work digitally.

9. Submission format

The tender return should include:

- Name of organisation and/or individual consultant(s)
- Contact name and details for all correspondence, including address, email and telephone
- Names, roles and brief CVs of consultants to be involved
- An outline of your skills, suitability and relevant experience to deliver the project
- Details of the proposal
- Constraints, challenges and risks associated with the work and how you would mitigate them

- A brief example of how you have undertaken a comparable piece of work. (If available please also include a weblink or append a full example).
- Budget outline
- Answers to Appendix A – Safeguarding questions
- Name and contact details of two referees (these will only be contacted for shortlisted proposals and we will inform you in advance)

The total maximum length of submission should not exceed 10 A4 pages. If you have a safeguarding policy, or if you wish to include a full example of a previous case study, these can be appended outside of the page limit.

Please return your submission to Paul Hamlyn Foundation by email to kgillan-thomas@phf.org.uk. Your submission should be in electronic format. Please include the subject line “PHF Youth Fund case studies: [name of organisation / consultant]”.

The deadline for submission of tender responses is **12 noon, 9th June 2020**.

Tender returns will be assessed against the criteria specified under section 5; the appropriateness and quality of the proposal to address the aim and approach; and value for money.

References may be requested from shortlisted applicants.

10. Commissioning timescale

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| • Date of issue of ITT: | 9 th April 2020 |
| • Date for submission of responses: | 12 noon, 9th June 2020 |
| • Invitation for interviews by: | 17 th June 2020 |
| • Interviews | w/c 22 nd June 2020 |
| • Appointment | early July 2020 |

11. Contacts

For queries on this ITT please contact Kirsty Gillan-Thomas:

Email: kgillan-thomas@phf.org.uk

Address: Paul Hamlyn Foundation, 5-11 Leeke Street, London WC1X 9HY

Appendix A

Question	Assessment criteria
<p>Do you have a safeguarding policy for children and vulnerable adults?</p> <p>If yes, please attach to your proposal</p>	<p><i>Any contractor working with children and vulnerable adults must have a written policy</i></p> <p><i>The policy should be in line with current statutory guidance</i></p> <p><i>The policy should be dated</i></p> <p><i>Does the policy name the safeguarding lead?</i></p> <p><i>The policy should have a specified review date within a reasonable timescale (not exceeding 2 years)</i></p> <p><i>The policy should reference that DBS checks will be undertaken for those working directly with children and vulnerable adults</i></p>
<p>When was the last time your safeguarding policy was formally reviewed?</p>	<p><i>The policy should have been reviewed within the last 2 years</i></p>
<p>What safeguarding training is undertaken by you / your employees and others working with your organisation (e.g. Board, volunteers)?</p>	<p><i>Consultants / organisations working with children and vulnerable adults should provide training of an appropriate level to all those who are involved in the organisation's work relating to children and vulnerable adults. This may include employees, Board and volunteers.</i></p>
<p>How do you ensure that any partners, contractors or freelance employees involved in your work with children or vulnerable adults have appropriate levels of safeguarding awareness / training?</p>	<p><i>It is the responsibility of the primary contractor to ensure that any third party, such as a partner organisation or a freelance employee has adequate safeguarding awareness and training and to assure PHF of this.</i></p>