



Call for Proposals

Peer learning opportunities for enterprise development

April 2018

Introduction:

As part of piloting its new approach to delivering capacity building programmes Access is seeking a partner organisation to design and manage a programme to provide peer based learning opportunities and associated support to leaders of charities and social enterprises in the Homelessness and Youth Sectors over the next year.

The aim of the programme is to provide opportunities for leaders of organisations to start the journey towards enterprise development, to gain inspiration from others who have been on the journey and key skills to understand the impact on the organisation. Typical participants will be leaders of charities, which may be well established, but who need to diversify their income streams, have the potential to develop enterprise based earned income models, but who need help from peers beginning this transition.

This call for proposals should be read in conjunction with Access's strategy for 2018-23 which has recently been published on the Access website. The strategy contains essential information regarding Access's role, the context for the programme, the products which we seek to test, the way the different elements of our enterprise support offer will fit together, and how we hope the programme will evolve.

In responding to this call for proposals you should pay particular attention to the section under the heading Theme One: Enterprise Development which is on pages 16-21: <https://access-socialinvestment.org.uk/wp-content/uploads/2018/03/Strategic-Plan-2018-23-final.pdf>

Additional information is also available elsewhere on the Access website: <https://access-socialinvestment.org.uk/enterprise-development/>

In developing the model of support outlined in the strategy, we wish to pilot our approach over the next year. This call for proposals therefore is for a delivery period of one year. Subject to relevant procurement arrangements this work may be extended beyond that period.

Model for learning and support:

In broadening the support which Access seeks to provide as part of our enterprise development strategy, we have identified the need to support leaders of established organisations to begin to make the transition to developing enterprising models. In some cases this can be supported by the provision of information and guidance and may also be funded via a grant. However our recent strategy development process has highlighted feedback from leaders of charities and social enterprises that peer based learning is highly valued and effective, and is well suited to supporting leaders at this relatively early stage of making a transition.

The programme should be strongly grounded in practice and focus on the sharing of real life experience from leaders of charities and social enterprises who have been through this sort of transition. It is not the aim to “sell” enterprise as the answer for all organisations, but rather provide a rounded view of the opportunities and pitfalls of taking such an approach, and address the organisational and cultural aspects of leading through such a transition.

An ecosystem of support:

This learning programme is one part of the broader ecosystem of support, as outlined in the strategy. Navigation for charities and social enterprises throughout that ecosystem will be essential. In your response you should set out, based on your knowledge of the market, how you would plan to support that navigation and joining up of support across the different elements of Access's work and beyond too to other sources of support for charities and social enterprises. In particular your response should outline how you would feed into work being undertaken to:

- Develop shared diagnostics for the sector;
- Build a clearer knowledge base about the enterprise models which are working in each of the two chosen sub-sectors; and
- Provide grants for feasibility work and more significant scaling up of enterprise activity within charities and social enterprises.

Access will work closely with representative bodies and networks from each of the Homelessness and Youth sectors. These partners will support the design of various elements of the broader programme, will provide peer networking opportunities, and will help recruit participants of the learning programme through their networks. You will be expected to work closely with these sector specialist networks in the design and delivery of the programme.

The specification:

We are seeking a partner who can design and provide a peer based learning programme for leaders of charities and social enterprises in the homelessness and youth sectors to support them in making the transition to developing enterprising models.

Participation should be focused on the chief executive or equivalent in participating organisations. We are seeking to support at least 20 leaders from each of the homelessness and youth sectors, but if you believe it would be possible to reach more during the course of the year then please outline a more ambitious plan. (For the purposes of comparing quotes please quote for a total of 40 participants and also for an expanded number if you wish.)

We are seeking proposals which address:

- A suitable recruitment process, working closely with sector specialist networks with whom Access will be partnering, to ensure that the reach of the offer is as wide as possible and organisations who have not been able to benefit from such support before can be included. Your response should address how you will ensure a balanced and diverse cohort of participants.
- How you will incentivise participation in the programme for time poor leaders of charities and social enterprises. It is not expected that they will need to pay to participate, but free support is sometimes not valued. What other incentives might be used to achieve the buy in of participants and to further help them on the journey towards enterprise?
- How to best structure cohorts of participants. Should they be mixed across the two sub-sectors, combined with others, or should each cohort have a clear homelessness and youth sector focus?
- Where learning opportunities should be delivered around the country.
- How to best share the experiences of other sector leaders who have lived experience of making a transition to trading models. What formats work best for that sharing, what is the balance between online and face to face learning?

In addition your response should demonstrate:

- A clear understanding of Access's role and the context of our new strategy
- Your proposed approach for making data and learning useful and available to Access, our learning partners, and the wider sector.
- How you will embed the grant programme in the wider ecosystem of support, and how you best see the enterprise support programme evolving over time, given the reference to the future role of an "enterprise support function" as outlined in the diagram on page 21 of the Access strategy.

To respond to this call for proposals, please provide a proposal of how you would deliver the required specification against the broader aims of Access and the new enterprise development programme. This should be no more than 10 pages long.

Cost:

Please provide a quote for providing a peer based learning programme for 40 participants (20 from each of the homelessness and youth sectors) over the next year. If you believe you can reach more organisations please also provide a second quote for a more ambitious programme.

If you propose to make any resource directly available to the charity or social enterprise participants in the programme then please show this separately.

Please outline any VAT which may be payable clearly and separately.

Assessment criteria:

Your proposal will be scored against the following weighting

Criteria	Scoring
Demonstrating understanding of Access's role, and aims of the enterprise development programme and the role of the peer based learning programme within that	10
Robustness of proposed approach, including track record of running similar programmes, evidence of relevant systems and processes, and oversight of associated risks	30
Added value, and creative ideas about how the programme can best operate	10
Knowledge and experience of key staff	20
Price	30

To respond please email a proposal of no more than 10 pages to applications@access-si.org.uk by noon on 8 May 2018.