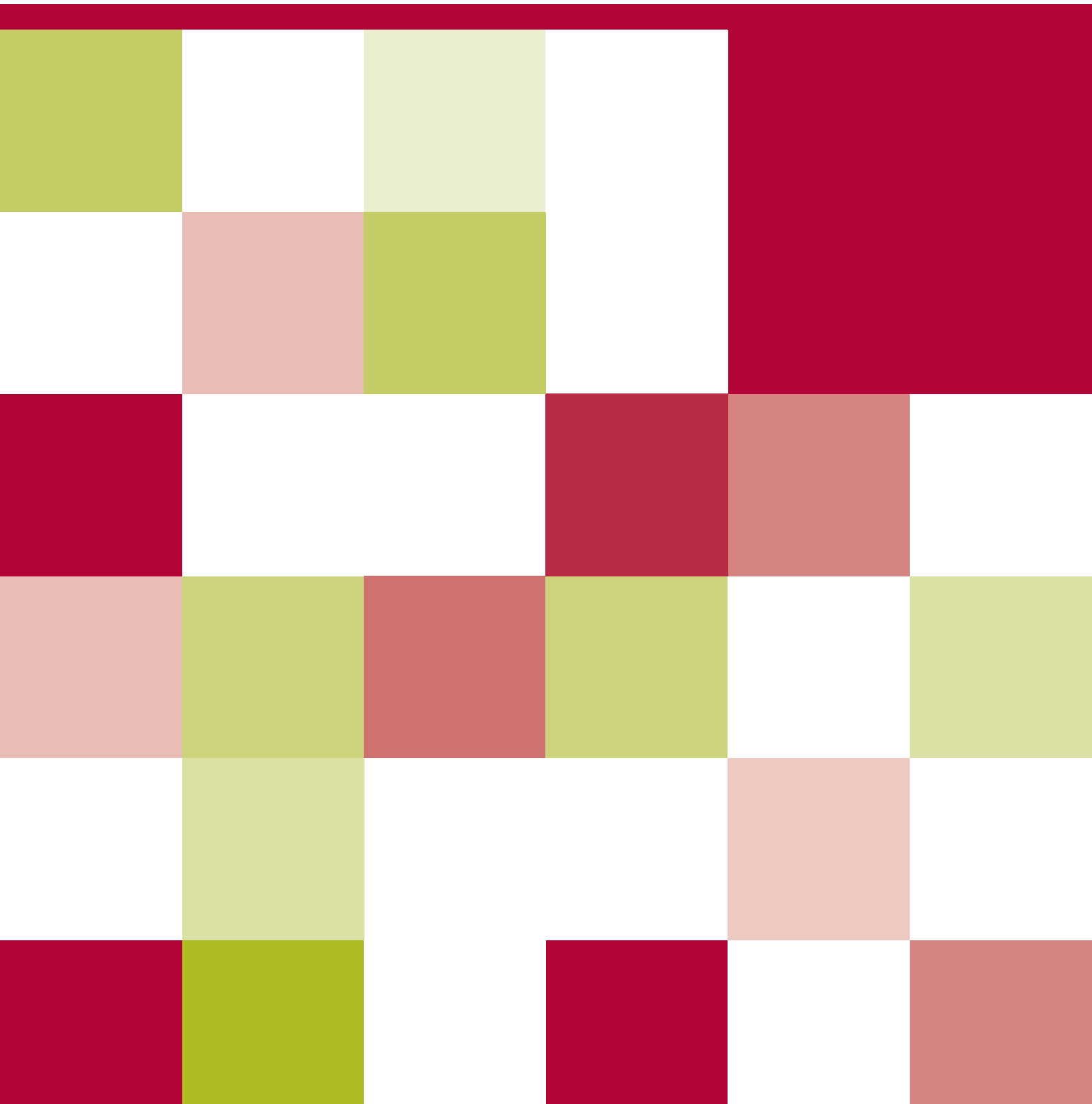




Social Enterprise Ambassadors

Information pack and bidding guidance for applicants

April 2007



Introduction

1. The Office of the Third Sector aims to create a thriving third sector, enabling people to change society. Under this aim, its objectives include creating a thriving culture of social enterprise.
2. A major strand of the Social Enterprise Action Plan is to foster a culture of social enterprise. Within this we aim to attract new entrants to the sector by tapping into the passion for ethical business, stimulating interest and engagement in social enterprise – eg among young people, those looking for a career or life change, and among under-represented groups. As a key part of this the Office of the Third Sector is developing a programme of social enterprise ambassadors, which is a commitment of the Social Enterprise Action Plan launched in November 2006.
3. The programme fills an identified need for peer role models – people are inspired by people just like them who are already making a success of running a social enterprise. The Action Plan commits Government to work with the sector to develop a programme to appoint 20 social enterprise ambassadors to raise awareness of social enterprise and work with government on the development of policy. In addition, we are keen to find ways to extend the reach and number of ambassadors throughout the regions of England. This contract will not cover Scotland, Wales or Northern Ireland.
4. The following guidance provides the background to the proposed project and details of what bids should contain. We are looking for an organisation or partnership that will:
 - **Recruit a network of social enterprise ambassadors**
 - **Run a programme to support these ambassadors once they are in position**
5. Interested parties should contact Liz Liston-Jones on 0207 276 6068 or Elizabeth.liston-jones@cabinet-office.x.gsi.gov.uk. (Any queries before 16 April should be directed to Hilary Norman, on 0207 276 6059).
6. The outcome of a recent sector workshop, held on 26 March to inform the development of this specification, is available at www.cabinetoffice.gov.uk/thirdsector/. This document should be referred to when preparing bids.

Objectives of the Social Enterprise Ambassadors programme

7. The ambassadors are part of a wider effort to increase knowledge and understanding of the social enterprise sector.
8. A joint Government/social enterprise sector workshop held on 26 March to inform this tender underlined the potential of this new programme to contribute to this wider aim. Please refer to the note of this meeting as essential background reading (see paragraph 6 above). The workshop concluded that the programme needed to help to deliver:
 - A step change in understanding about social enterprise in England in key audiences
 - Positioning of social enterprise as an aspirational career choice
9. The workshop concluded that each ambassador should be a social enterprise practitioner, to be chosen with different audiences in mind. Key audiences include:
 - Young people aged 14-30
 - People looking for a career change (eg from mainstream business) who have experience to bring to social enterprise
 - Underrepresented groups eg some ethnic minorities
 - Intermediaries, including media, professions, finance community
10. The programme will:
 - Provide role models (ambassadors) to raise awareness of the potential of a career in social enterprise to targeted audiences, for example through the media and at events

- Create a ripple effect through mobilisation of other networks to promote social enterprise widely throughout England
- Feed into wider campaigns attracting people to enterprise, and social enterprise in particular – examples include the ‘Make Your Mark’ campaign, including Social Enterprise Day in November.
- Contribute to policy making through feedback

Activities

11. To tackle these challenges, OTS is looking to contract with an organisation to develop and run the ambassadors programme for England. This will involve recruiting a network of ambassadors, providing an infrastructure to support them, and maximising their impact. The project will be jointly steered by government and the social enterprise sector. The first major milestone for the ambassadors programme will be Social Enterprise Day (15 November 2007). 20 ambassadors will be placed by mid October 2007 or earlier.
12. It may be that the preferred route is a competition to find some of the ambassadors (to find a young social entrepreneur in each region, for example). In this case tenderers should ensure that maximum PR and publicity value is gained from this competition in the run up to, and on, Social Enterprise Day.
13. The successful organisation will:
 - a. Provide and deliver a mechanism for choosing ambassadors (through a competition or application process; the process must be open and transparent), ensuring that at least 20 Ambassadors can be in place ready to be part of Enterprise Week in November
 - b. Organise events and training for ambassadors, for example an event in advance of Social Enterprise Day (15 November 2007), or training to help ambassadors – working with the sector and the Office of the Third Sector on content.
 - c. Identify and allocate speaking and networking opportunities for ambassadors, and encourage mechanisms whereby ambassadors can identify their own opportunities to spread the social enterprise message
 - d. Ensure wide exposure of the ambassadors across various media outlets including press and TV.
 - e. Maximise the value of the ambassadors programme through joining up with existing social enterprise, entrepreneurship, professional and other networks
 - f. Develop a nurturing relationship with ambassadors, providing them with intelligence, briefing and storylines to ensure that they are free to maximise use of their time in outreach activities and are supported to speak on behalf of the social enterprise sector.
 - g. Make payments of expenses where necessary, and negotiate a fee for particular ambassadors if circumstances warrant it (for example, to help a young social entrepreneur who would otherwise not be able to take part in the programme). Any payment of fees to ambassadors would need to be made out of the overall programme budget.
 - h. Provide regular feedback to the steering group in the form of quarterly activity reports, including suggestions for ongoing improvement and development of the programme
 - i. Provide sector-facing and audience-facing publicity for the programme and its activities and successes, including a lively web presence
 - j. Provide a formal annual report of programme activity, to be published by the Office of the Third Sector.

- k. Bring their own ideas and innovation for how to make the programme deliver its objectives.
 - l. Maximise the impact of the ambassadors programme, and to prove its value
 - m. Determine how long each ambassador should be in place – we would welcome ideas on whether to seek and appoint them annually for example
14. The contractor should also offer proposals to:
- extend the scope and reach of the programme – eg into regions, in partnership with other suitable organisations
 - extend the scale of the programme (ie beyond the initial promise of 20)
 - give opportunities for senior social enterprise figures to act as mentors for the new ambassadors, and contribute in other ways to the programme

Eligibility

15. Organisations must demonstrate deep knowledge of the social enterprise sector in England, with a strong track record of working with, or on behalf of, the sector. Other parts of the United Kingdom are the responsibility of the devolved administrations in Scotland, Wales and Northern Ireland.

Legal Requirements

16. Applicants for support must comply with the Race Relations Act 1976, Sex Discrimination Act 1975 and the Disability Discrimination Act 1995. Additionally compliance with the Financial Services Act 1986, The Financial Services and Markets Act 2000 and other legislation relevant to their operations is required.

Partnerships

17. We positively encourage partnership bids, particularly to bring together organisations that together offer strong social enterprise expertise and credibility combined with clear practical, creative and innovative approaches to campaign and PR work.

18. The lead partner must be identified, and the role of partners set out clearly.

Specification

19. Tenders must explain and cost the main activities to be undertaken (see 'Activities' above).
20. Tenders must explain how activity will join up with existing networks and campaigns, and how it will encourage ownership by the social enterprise sector. It will need to show how the wider sector will be encouraged to feel strong ownership and influence over the programme.
21. Tenders must commit to producing web content that is accessible to all groups, including those with disabilities, and ensuring that content complies with accepted standards of accessibility.
22. Tendering organisations must explain and demonstrate that they have the technical capacity and expertise to deliver the practical and financial management elements of this work. Tendering organisations may at a later date be asked for examples of existing work in this area.
23. All tenders must include the CVs of those individuals who will be responsible for the work under the contract.
24. All tenders will be subject to Cabinet Office standard terms and conditions

Contract and cost

25. The Office of the Third Sector has a budget of £200k per year to cover the programme costs of selecting and providing infrastructure for the programme; running costs of the delivery organisation should be identified separately from this sum.
26. The contract will be for three years commencing in June 2007, with the option to extend for a further 2 year period.
27. In the event of the termination of the contract, Cabinet Office logos must be removed from all online and offline material.

Activity	Delivery costs (£)	Programme costs (£)
Appointment of first 20 ambassadors		
Events		
Training		
Advice and guidance material to ambassadors		
Expenses allocation		
Sector facing communication and dialogue		
Liaison with other campaigns and networks		
Media		
Website		
Evaluation		

- 28. Costings in the tender should include but not be limited to the activities set out in the table below. They should in each case include delivery running costs (direct staff and overhead costs to the tendering organisation) based on clearly explained staff day rates, and programme costs.
- 29. For programme costs, tendering organisations will need to specify the basis for the estimate under each category chosen.

Application and assessment process

- 30. All proposals will be considered on a competitive basis with no proposals being given preferred bidder status.
- 31. There is no standard application form but bids must include a clear explanation of how the proposal will undertake the activities set out in paragraphs 11-14, and meet the criteria set out in paragraph 34 below. **To assist in the appraisal process we require a 600 word summary of your proposal at the same time as you submit your full bid.**
- 32. The criteria for the assessment of bids are set out below. The information requested in this bidding guidance must

be addressed by all bidders to ensure that a fair and effective appraisal can take place. The Office of the Third Sector reserves the right to seek additional information from a bidder where it identifies any gaps in information required to enable an effective appraisal to take place.

33. All tenders must aim to work at a national level, providing outcomes for the whole of England.

Key criteria

34. The assessment of all bids will be competitive and the Appraisal Board will need to assess and compare each bid. The Appraisal board will require that tenders:
- Show that they have the **quality** to succeed
 - Demonstrate how they will provide **value for money**
 - Demonstrate strong **knowledge of, and credibility with, the social enterprise sector** in England, explaining how the wider sector will be kept informed and able to feed in to the developing programme, and demonstrating **clear knowledge of relevant networks and campaigns**, preferably through experience of partnership working.
 - Demonstrate **creativity and innovation** in proposals to deliver the activities outlined in paragraphs 11-14
 - Show the determination and capacity **to connect the work of the Ambassadors with policy-making, with the sector, and with wider awareness raising campaigns**, including by working in partnership with OTS and Enterprise Insight
 - Individuals involved in delivery to demonstrate suitable **experience and expertise**
35. The following shows the weightings that will be applied to each of these criteria, once a score of 1-4 (where 4 is highest) has been allocated:

Quality	X 2
Price/value for money	X 2
Knowledge of and credibility with the social enterprise sector and clear knowledge of relevant networks and campaigns	X 4
Creativity and innovation	X 3
Connect with policy makers, the sector and wider relevant campaigns	X 3
Individuals involved in delivery should demonstrate suitable experience and expertise	X 2

Quality and value for money

36. You will need to provide details of:
- The total amount sought under this contract
 - A detailed breakdown of how you arrived at this sum including costed stages for the project including what the money will be used for
 - A clear statement on the level of additionality. Where this is not an entirely new project, the bid must demonstrate how it builds upon, adapts or expands current work
 - A curriculum vitae for each member of the project team, including day rates
 - The role of each member of the project team, including details of who would be responsible for the management of the contract
 - How you intend to ensure that the project is delivered within the timescale
 - How you intend to evaluate your work.

A capacity to attract and engage the social enterprise sector

37. You will need to provide:

- Details of existing relationships with the social enterprise sector in England
- Evidence of visibility and credibility with the social enterprise sector in England
- Examples of previous work with the social enterprise sector in England and details of existing relationships with relevant policy-makers in England
- Evidence of visibility and credibility with policy-makers in England
- Examples of previous work with policy-makers in England
- Details of plans for connecting the Ambassadors programme with other relevant networks, campaigns and media opportunities in England

Creativity and innovation

38. You will need to provide:

- Evidence of creativity and innovation in previous campaign or PR activity
- Creative and innovative ideas of how to maximise the value of this programme
- clear, high quality proposals to meet the deliverables of the programme outlined in paragraphs 11-14

Experience and expertise

39. You will need to provide:

- Examples of relevant work to date
- Evidence of expertise in
 - PR and events

- Creative thinking
- Running competitions (if the proposal includes a competition to appoint some or all of the ambassadors)
- Managing and being clearly accountable for spending public money

40. All bids must be provided in hard copy to the address shown in paragraph 43. You will need to provide us with three hard copies of your proposal and any relevant supporting materials. Please also email a copy of your bid to Elizabeth.liston-jones@cabinet-office.x.gsi.gov.uk

41. A signed copy of the Data Protection Statement should also accompany your tender (see accompanying tender questionnaire document).

42. All tenders must be received by noon on Wednesday 2 May 2007

43. Bids should be addressed to:

Liz Liston-Jones
Office of the Third Sector
2nd Floor
35 Great Smith Street
London
SW1P 3BQ

44. You should clearly mark your envelope:

“Social Enterprise Ambassadors”

Assessment Process

45. **All information provided by bidders as part of the bidding process will be regarded as commercially confidential. The information will not be used for any other purpose than evaluating the bid.**

