



# **REQUEST FOR PROPOSALS**

## **HeadStart Action**

## Contents

1. Introduction.....	3
2. Project Aims, Outcomes and KPIs.....	4
3. Target Beneficiaries.....	5
4. Budget.....	6
5. Programme Structure and Design Principles .....	7
6. Monitoring and Evaluation .....	9
7. Mandatory criteria and scoring.....	9
8. Key Dates.....	14
9. The Application Process .....	15
10. Due Diligence.....	15
Appendix 1 Due Diligence Form .....	16
Appendix 2, High-level Delivery Plan .....	19

## 1. Introduction

***HeadStart Action: Using social action and employer encounters to engage and inspire young people, giving them the skills, experience and connections they need to get ahead in the world of work.***

HeadStart Action is a geographically and demographically focused personal and social development programme targeted at young people who are at risk of becoming NEET<sup>1</sup> and require greater support to be in education, employment or training. The programme was designed and piloted in 2018 by The Challenge<sup>2</sup> in partnership with The Mayor of London and Lendlease, supporting young people in Southwark.

HeadStart Action builds on the success of HeadStart, a programme created by The Challenge in partnership with Team London<sup>3</sup> and leading businesses to help young people become socially active in their community, whilst gaining the skills, experience and networks they need to get ahead. To date HeadStart has supported over 8,000 young people to commit over 140,000 hours of volunteering to improve their local community, with hundreds of young people going on to secure their first job.

The Challenge has secured £200,000 through the Mayor of London's [Young Londoners Fund](#)<sup>4</sup> to scale HeadStart Action across five London areas, supporting at least 85 young people per area in 2018/2019. Whilst we welcome applicants to apply to deliver HeadStart Action in multiple areas,<sup>5</sup> organisations will need to demonstrate a local delivery track record, an understanding of local needs and challenges, and have the necessary partnerships to engage local young people who are at risk of becoming NEET.

HeadStart Action will engage and ignite passion in young people, providing an opportunity for them to recognise their talents and achievements. The programme will support young people to remain in education and work towards a career path that they want to pursue through the development of employability skills. The programme will also increase social action, encouraging active participation in community and civic life, in turn leading to increased levels of social integration and community engagement.

The programme aims to enhance and build on the existing volunteering, social action and employability related infrastructure and activity already available to London schools and community groups, whilst not duplicating any existing provision.

We are seeking applications which align to the priorities set out by the Young Londoner's Fund. The Fund will help young people to fulfil their potential, particularly those at risk of getting caught up in crime, through the provision of aspirational, positive and empowering activities. Activities will need to be delivered within one of the priority boroughs identified by the Mayor's

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<sup>1</sup> Not in Employment, Education or Training

<sup>2</sup> [The Challenge](#) is a leading social integration charity. We design and deliver programmes that bring different people together to develop their confidence in understanding and connecting with others.

<sup>3</sup> Team London is the Mayor's programme to encourage volunteering in the capital, supporting the Mayor's aims of improving social integration, social mobility and engaging effectively with London's communities.

<sup>4</sup> The Mayor of London's Young Londoners Fund will invest £45million fund to help young Londoners fulfil their potential, particularly those who are at risk of getting caught up in crime.

<sup>5</sup> Delivery partners are able to apply to lead a maximum of 2 projects in different geographical areas.

Office for Policing and Crime (MOPAC): Southwark, Newham, Lambeth, Haringey, Tower Hamlets, Croydon, Westminster, Hackney, Brent and Lewisham.

## 2. Project Aims, Outcomes and KPIs

The programme encourages and supports young people aged 14-18 to:

- Engage with their education in a positive way, feeling excited, motivated and prepared for a positive transition into further education or the world of work.
- Connect with their community, particularly with people from a different background to their own, by tackling local issues through social action.
- Become more employable, gaining improved skills and experience together with a clearer understanding of different industries and future opportunities.

For each project/area, the minimum following outcomes and outputs will be achieved:

Outcomes per project/area	Monitoring and evaluation requirements
85 young people will be more motivated and engaged at school.	<ul style="list-style-type: none"> <li>• Young people will complete a pre and post intervention survey, evidencing an average 10% increase in how strongly they agree with the following statements:               <ul style="list-style-type: none"> <li>- It is important to be on time to school.</li> <li>- I speak up in class during group discussion.</li> <li>- I like going to school.</li> <li>- I try my best at school.</li> <li>- My education is important.</li> </ul> </li> <li>• Improvement in attendance and punctuality, confirmed by the education provider.</li> <li>• Confirmation from education provider that student remains in education, training or employment at least six months post intervention.</li> </ul>
85 young people will have a more positive sense of who they are and what they can achieve.	<ul style="list-style-type: none"> <li>• An average 10% reported increase in:               <ul style="list-style-type: none"> <li>- I feel confident taking on new challenges.</li> <li>- I can achieve my goals.</li> <li>- I feel happy with how well I am doing at school.</li> <li>- I will secure a job doing something I enjoy.</li> <li>- I am prepared for further education and employment.</li> </ul> </li> <li>• Improvement in confidence and motivation, confirmed by the education provider.</li> </ul>
85 young people will feel more connected with, and trusting of, people from different backgrounds in their local community.	<ul style="list-style-type: none"> <li>• An average 10% reported increase in:               <ul style="list-style-type: none"> <li>- I feel connected to my community.</li> <li>- Most people are generally trustworthy.</li> <li>- I am comfortable mixing with people who are different to me.</li> <li>- I feel my voice is heard.</li> <li>- I can make a difference in my community.</li> </ul> </li> </ul>
85 young people will develop the skills and critical character traits needed to make a	<ul style="list-style-type: none"> <li>• An average 10% reported increase in:               <ul style="list-style-type: none"> <li>- I can communicate my thoughts and ideas clearly.</li> <li>- I am capable of working with others as part of a team.</li> <li>- I can organise my time and prioritise the things I have to do.</li> </ul> </li> </ul>

positive transition into further education or the world of work.	<ul style="list-style-type: none"> <li>- I stick at things, even when they are difficult.</li> <li>- If I see something needs doing, I offer my help to get it done.</li> <li>• Employers confirm at least 65% of participants are 'job ready'<sup>6</sup> at interview.</li> </ul>
All outcomes	Supported by testimonials and case studies from young people, additional charity/community partners and corporate partners.

## Outputs

85 young people will complete:

- A one-to-one assessment to understand their needs and development goals.
- Three one-to-one mentoring sessions to review goals and support progress against these.
- At least 16 hours of social action.
- At least 10 hours of employability skills training.
- At least one workshop co-designed and delivered with your corporate partner.
- An interview with an employer for a paid job or work experience opportunity<sup>7</sup>.

20+ young people per project/area will secure a paid job or work experience opportunity.

We welcome innovative approaches to delivering the above. By innovative we mean:

- Ways of working that have not been tried before.
- Creative and experimental ways of engaging this group of young people in social action and volunteering, tackling barriers and challenges to engagement.
- Ways of working with young people in non-school settings, such as youth and community groups.
- Creative ways to increase the number – and impact of – employer encounters.
- New partnership / consortium models.

### 3. Target Beneficiaries

HeadStart Action programmes will support young people who are at greater risk of failing to make a successful transition from school (or alternative education setting) into employment or higher education, with a focus on young people aged 14-18.

The Mayor of London's Young Londoners Fund has been launched to particularly support young people who have been left behind or marginalised and those who are at risk of getting caught up in crime.

In an education setting, participants could be identified on the basis as having challenges relating to their attendance, behaviour, motivation or attainment, all of which can be symptoms of varying and complex root problems. We recognise this is not an exhaustive list of 'at risk' factors and we welcome applicants to set out the specific challenges and needs of the young people their programme is seeking to support in their proposal.

<sup>6</sup> 'Job ready' is defined as the employer confirming they would offer the young person the position being interviewed for if there was a vacancy.

<sup>7</sup> We will accept proposals for unpaid opportunities where providers can show why the opportunity will be appealing and of value to participants.

We welcome proposals from organisations working in mainstream school, alternative education or community settings such as youth clubs or young people's groups or community and voluntary sector organisations.

Proposals should demonstrate how the programme will involve young people in the planning, delivery and evaluation of volunteering and social action.

#### 4. Budget

We will deliver at least five HeadStart Action programmes in 2018/19; therefore the maximum grant available per project is £40,000.

HeadStart Action pilot activity suggests programmes will cost ~£50,000 to run (including significant in-kind donations from corporate partners in the form of employee time and venue space). We are therefore looking for applicants to show a commitment to securing the additional £10,000 match funding required (cash or in kind).

We expect a 'best effort' to secure a match. We realise this is a big commitment and might be a new way of working for your organisation. If you have existing relationships with corporates, or your organisation is in the process of forming a partnership, their involvement and help may be counted as match or value in kind and can be counted in your application.

Examples could include;

- The use of the corporate's premises or equipment;
- Employees from the corporate partner taking time to deliver employability training or working with the young people in other ways, such as mentoring or interview practice;
- The corporate partner supporting your organisation and your work in other ways, e.g. helping to build a website or proving expertise in areas such as finance, governance and communications.

Our ideal is that applicants will reach £10,000 in match funding; however we will consider each application on a case by case basis. When match funding is not secure at the point of application, we would like to see a clear plan that the organisation can:

- Deliver all elements of the programme within the confirmed budget (£40,000), thereby minimising risk.
- Commit to continuing to work with The Challenge and Team London to secure the additional funding.

We will fund:

- Operational delivery costs.
- Core staff and volunteer costs.
- Associated overhead costs (for example heating, lighting, stationery etc).
- Low value equipment costs (up to £1,000) for audio-visual, sports etc.

We will not fund:

- Activities that directly replace cuts by statutory bodies (apart from where such funding was explicitly time-limited and for a discretionary purpose).
- Capital items.
- Statutory Physical Education provision (i.e. sport in school time).

## 5. Programme Structure and Design Principles

The current HeadStart Action pilot model in Southwark<sup>8</sup> delivers three cohorts of ~28 young people per year, with each cohort loosely fitting around the three academic terms within mainstream schools. Participants are identified by their teacher based on issues relating to their attendance, behaviour, motivation or attainment. Workshops and social action sessions are delivered on the school site (but outside of curriculum time) as well as from the Lendlease office and construction site, giving participants a greater insight and understanding of the world of work.

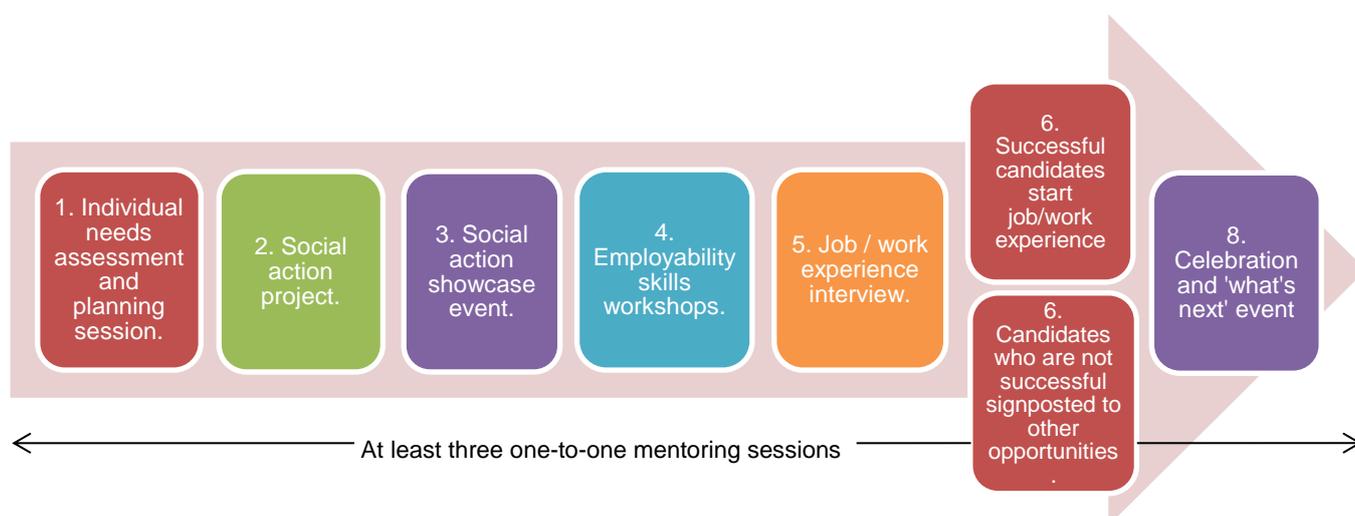
We are not fixed on this delivery model, and welcome innovative proposals which set out new ways of working with young people in non-school settings; new partnership and consortium models, and creative ways to engage young people with their local community through volunteering and social action.

Programme resources from the pilot will be available to share, including referral forms, survey templates and marketing materials. The Challenge will hold a 1/2 day Programme Inception workshop to share learnings, best practice and resources from the pilot as well as answering any questions.

### Delivery Requirements

Whilst we are flexible on the model and the approach, all programmes must include for each participant:

- An individual needs assessment.
- An engaging, impactful social action project tackling local issues (minimum 16 hours).
- A celebratory social action showcase event.
- A series of interactive, professional workshops to strengthen participants' skills and employability (minimum 10 hours). At least one workshop to be co-delivered with a corporate partner.
- An interview for an appealing, engaging work experience opportunity with a corporate partner.
- Three one-to-one mentoring sessions.
- Opportunities for reflection.
- A celebratory event and forward looking planning session.



<sup>8</sup> <https://www.london.gov.uk/what-we-do/volunteering/reducing-barriers-social-mobility/headstart-action>

We are seeking applications which align to the priorities set out by the Young Londoner’s Fund. The Fund will help young people to fulfil their potential, particularly those at risk of getting caught up in crime, through the provision of aspirational, positive and empowering activities.

Activities will need to be delivered within one of the following priority boroughs: Southwark, Newham, Lambeth, Haringey, Tower Hamlets, Croydon, Westminster, Hackney, Brent and Lewisham as these align to MOPAC’s priority boroughs.

## Design Principles

### Supporting high quality social action

HeadStart Action embeds the [six principles of quality youth social action](#) across programme delivery. We expect all proposals to apply these principles, ensuring they demonstrate a clear double benefit – to the young person who takes part by developing their skills, character and life opportunities as well as to a community, cause or social problem.

<b>Reflective</b>	Recognising young people’s service, and supporting critical reflection & learning.	<b>Socially Impactful</b>	Has a clear intended benefit to a community, cause or social problem.
<b>Challenging</b>	Recognising young people’s service, and supporting critical reflection & learning.	<b>Youth Led</b>	Led, owned & shaped by young people’s needs, ideas and decision making.
<b>Progressive</b>	Sustained, and providing links to other activities and opportunities.	<b>Embedded</b>	Accessible to all, and well integrated into existing pathways to become a habit for life.

### Increasing social integration

By encouraging active participation in community and civic life, HeadStart Action also seeks to improve social integration, building stronger trust and understanding between people from different backgrounds and walks of life. To this end, we welcome applicants to also demonstrate how their projects will:

- **Promote common goals:** Confronting people with a shared challenge – an obstacle which can be more easily overcome through teamwork than individual effort – is a key element of inspiring previously unlikely friendships. Participants should have the opportunity to work together to overcome a shared challenge; where possible, this should also include input and support from people from different backgrounds within their local community.
- **Proactively counteract our ‘people like us’ preference:** The social action project should be designed not only to bring together a diverse or mixed group of people, but to actively promote social mixing between them. We anticipate projects can support this principle in two ways:
  - By creating opportunities for participants to work in a team alongside others with different experiences of life to themselves, as opposed to with all pre-existing friends.

- By creating opportunities to engage with local charity and community groups through which young people connect in a meaningful way with people who are different to themselves.

#### Delivering local, place-based initiative

We encourage proposals from organisations whose work acknowledges the complexity of young people's lives and the challenges they face growing up in their local area. We are looking to work with organisations that can use their local knowledge and insight to reach, engage and inspire local young people, collaborating with others where local expertise exists. For example, The Challenge partnered with London Bubble and Football Beyond Borders (both local, specialist social action providers) to deliver the HeadStart Action pilot in Southwark, as well as Lendlease as the corporate partner, the lead developer for the regeneration programme around Elephant and Castle, Elephant Park.

### **6. Monitoring and Evaluation**

Successful applicants will be required to:

- Collect standard data on the young people taking part, to include all outputs and KPIs detailed in Section 2.
- Demonstrate impact against the programme outcomes set out in Section 2, by:
  - Carrying out a baseline survey for both teachers and young people. This will include asking participants and education providers to rate how strongly they agree with all statements detailed in Section 2.
  - Repeat the survey half way through the programme, and again at the end.
  - Gathering employer feedback at interview on all participants' 'job readiness'.
  - Gathering case studies on five young people and one teacher/education provider to bring to life the impact the programme has had on their development.
- Evaluate different aspects of operational delivery (to support our understanding of 'what works'), including participant recruitment, school engagement/relationship management (if relevant), delivery model structure, session content, employer engagement, and the challenges and successes for your chosen social action project model.

### **7. Mandatory criteria and scoring**

We will only consider bids which fulfil the following criteria.

Organisations must:

- Be a non-profit organisation for example voluntary and community organisations, social enterprises, and community interest companies.
- Be able to evidence success with a similar project or model – that is, we do not want to fund completely new or experimental projects with no track record of delivery.
- Be willing to take part in programme activity for the wider HeadStart programme (e.g. monitoring and evaluation, Advisory Board activity).
- Have clear, robust plans to deliver all outputs and outcomes by the end of November 2019.
- Be willing and able to engage a corporate partner<sup>9</sup> who will:

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<sup>9</sup> The Challenge and Team London will be able to provide some support to confirmed delivery partners with corporate partnership development where needed.

- Co-design and deliver a workshop to introduce participants to their company and industry.
- Provide interviews to all participants completing at least 16 hours of volunteering.
- Provide at least 20 paid<sup>10</sup> work experience placements.

Organisations are welcome to apply for a maximum of two areas/projects, but for each local area you will need to demonstrate:

- A local delivery track record.
- An understanding of local needs and challenges.
- The necessary local connections or partnerships to engage local young people who are at risk of becoming NEET.
- Creative, place-based social action and employability partners (as opposed to replicating the same model and partnerships across multiple areas).

Applications that meet these requirements will be assessed according to the scoring criteria below. This has been split into six sections:

1. Due diligence
2. Context and local need
3. Engaging young Londoners, schools and businesses
4. Experience and programme delivery
5. Measurement and Evaluation
6. Budget

Proposals that can demonstrate their ability to serve young people with the greatest need will be awarded more marks during the assessment.

Please note that for all of the below, the quality of evidence provided will be taken into account. Unrealistic, un-sourced and unsubstantiated claims will be awarded fewer marks.

Criteria	Description	Weighting (%)	Score 1-5
<b>1. Due Diligence</b>		<b>Pass / fail</b>	
Ensuring all delivery partners meet the required standards of quality, safety and financial stability.	Please complete the Due Diligence form included as Appendix 1		
<b>2. Context and Local need</b>		<b>20%</b>	
Understanding our aims and objectives with this programme	Proposals must provide: a) An analysis of the role that social action and volunteering can play in terms of improving young people's life chances. b) A description of how your organisations		

<sup>10</sup> We will accept proposals for unpaid opportunities where providers can show why the opportunity will be appealing and of value to participants.

	aims and objectives align with those of the HeadStart Action programme.		
Impacts on key programme and London Mayoral priorities including social integration, skills development, employability and young Londoners playing an active role in their communities.	Proposals must show evidence of: <ul style="list-style-type: none"> <li>a) Opportunities for pupils to engage with people within their local community, increasing social integration and community engagement.</li> <li>b) Meaningful and impactful opportunities for young people to develop their character and skills.</li> <li>c) Meaningful and impactful opportunities for young people to improve their employability; understanding of the world of work and exposure to different industries.</li> </ul>		
Understanding and responding to the needs of your local area.	Proposals must show evidence of: <ul style="list-style-type: none"> <li>a) Track record of delivering programmes for young people in the chosen locality.</li> <li>b) An understanding of local needs and challenges.</li> <li>c) The necessary local connections or partnerships to engage local young people who are at risk of becoming NEET.</li> <li>d) A creative, place-based approach.</li> <li>e) An understanding of relevant activities and services in your delivery area, and a description of how HeadStart Action will add value to – not duplicate – this provision.</li> </ul>		
<b>3. Engaging young Londoners aged 14-18, schools and businesses</b>		<b>25%</b>	
Ability to reach young people from deprived communities	Proposals must show evidence of: <ul style="list-style-type: none"> <li>a) A clear plan for attracting and retaining at least 85 young people in the programme over the course of one year. If your plan includes school engagement, please ensure to set out which schools you will target; any agreements already in place; how you will manage these relationships going forward; how you anticipate to engage students (e.g. agreed time off timetable, after school and weekend delivery etc).</li> <li>b) If you are targeting a specific vulnerable group(s) of young people in your area, details including who this group is and what their needs are.</li> </ul>		
Ability to engage young people in high quality, engaging social action projects	Proposals must show evidence of: <ul style="list-style-type: none"> <li>a) How the social action project will effectively connect young people with those from a different background to their own, enabling them to better trust, understand and know each other.</li> </ul>		

	b) How they will implement the principles of quality youth social action in their projects, as described by <a href="#">Generation Change</a> and improved social integration as described in Section 5.		
Ability to engage businesses who can add value to the programme, ensuring it effectively enables participants to gain the skills, experiences and exposure they need to be better prepared for future employment.	Proposals must show evidence of: a) Previous experience of working in partnership with a corporate partner to provide engaging and impactful experiences for young people. b) How you will engage corporate partner(s) (including any conversations to date as part of your proposal development) who will: <ul style="list-style-type: none"> <li>- Co-design and deliver a workshop to introduce participants to their company and industry.</li> <li>- Provide interviews to all participants completing at least 16 hours of volunteering.</li> <li>- Provide at least 20 paid work experience placements.</li> </ul>		
<b>4. Experience, programme delivery and safeguarding</b>		<b>25%</b>	
Value for money	Proposals must show evidence that: a) The delivery partner is bringing their acquired skills, networks and experience to the programme in a way that is able to bring added value. b) They can deliver their plans within the funding limit (or have secured the necessary match funding to exceed it).		
Organisation's approach to programme set up and delivery	Proposals must provide evidence of: a) Prior delivery which aligns to the programme's aims. b) Well-structured and evidenced programme design and curriculum (which meets the set delivery principles). c) Staff with significant relevant experience. d) Strong project management and governance. e) Being able to 'hit the ground running' in October 2018. f) High level activity plan from October 2018 – November 2019 (Appendix 2) which sets out realistic plans to achieve targets and impact within timeframes.  Proposals must show how applicants will: a) Work in partnership with The Challenge and		

	<p>its partners, alongside track record of delivering projects with multiple stakeholders.</p> <p>b) Be ready to engage schools (or other education / community partners) following your initial conversations during the application process and young people from October 2018.</p> <p>c) Identify and manage risk.</p> <p>d) Effectively safeguard young people.</p>		
<b>5. Measurement and Evaluation</b>		<b>20%</b>	
Measurement & Evaluation	<p>Proposals must demonstrate:</p> <p>a) That the organisation is committed to and has a clear plan in place for measuring its impact taking into consideration Section 2 and Section 6. At minimum, this will require measuring and evidencing:</p> <ul style="list-style-type: none"> <li>• The number of referrals to the programme.</li> <li>• The number of young people participating in each element of the programme (outlined in 'outputs', Section 2).</li> <li>• The support needs and challenges faced by their participants which identify them as being at risk of becoming NEET.</li> <li>• The outcomes achieved by participants (outlined in Outcomes, Section 2).</li> <li>• Social impact of the projects developed by young people.</li> <li>• Case studies and examples of where young people have experienced transformational change.</li> <li>• Challenges and lessons learned to support the programme's on-going improvement and development.</li> </ul>		
<b>6. Budget</b>		<b>10%</b>	
Budget and delivery plan	<p>Applicants must:</p> <ul style="list-style-type: none"> <li>• Provide a detailed budget, setting out your costs and identifying how they will be split across delivery, giving details of frontline staffing roles and costs (with each post detailed individually), central administration costs, and so on.</li> <li>• Clearly set out any match funding, detailing whether this is cash or in-kind, and if it is secure or to be secured.</li> <li>• Detail all assumptions in calculating your project costs.</li> </ul>		

<b>Total</b>		<b>100%</b>	<b>/50</b>

**Your proposal will be scored using the following scale, 1-5 (1 = Low, 5 = High):**

- 1 Does not demonstrate an understanding of the minimum aims of the programme and describe the details of the project.
- 2 Demonstrates how the minimum aims of the programme will be met and describes some details about the project but does not explain this in the context of the programme.
- 3 Demonstrates how the minimum aims of the programme will be met and clearly explains the project and explains this in the context of the programme.
- 4 Demonstrates that the project will exceed the minimum aims of the programme and clearly explains and evidences this in the context of the programme.
- 5 Demonstrates that the project will exceed significantly the minimum aims of the programme and provides a detailed explanation and evidence of this in the context of the programme.

## 8. Key Dates

### Timetable

Request for proposals launched	17 <sup>th</sup> July 2018
Questions	A weekly update on questions will be provided on The Challenge website. The deadline for final questions to be submitted is 17:00 on Tuesday 28 <sup>th</sup> August, with final answers posted by 17:00 on Friday 31 <sup>st</sup> August 2018.
Final date for submission of applications	7 <sup>th</sup> September 2018 (by 23:59)
Draft Funding Agreement sent to all applicants	14 <sup>th</sup> September 2018
Clarification meeting	To be held on Thursday 27 <sup>th</sup> or Friday 28 <sup>th</sup> September The Challenge will hold clarification meetings with Team London for shortlisted applicants. Please ensure you have availability this week; times to be confirmed.
Applicants notified of decisions	w/c 1 <sup>st</sup> October 2018
Signed Funding Agreements returned	October 2018
Inception Meeting	11 <sup>th</sup> October 2018
Project delivery	October 2018 – November 2019

## 9. The Application Process

Bids should be sent to [HSAction.Applications@the-challenge.org](mailto:HSAction.Applications@the-challenge.org) using:

- A word or pdf format, minimum font 11. We have not created a bid proposal template for responses.
- You may include diagrams and pictures as part of your response.
- Responses should not exceed 20 pages of A4 (excluding appendices).

Bid applications must include:

- a) Your bid proposal document.
- b) Completed Due Diligence Form, found in Appendix 1.
- c) Completed High-Level Delivery Plan, Appendix 2.
- d) The organisation's governing document – i.e. your Articles of Association or constitution.
- e) Your programme budget, completed using Excel. Your budget should include notes on how you have arrived at your costings.

Applicants will be able to access the following support:

- Email support ([HSAction.Support@the-challenge.org](mailto:HSAction.Support@the-challenge.org)). All email enquiries will be answered within two working days of receipt. A weekly update on questions will be provided on The Challenge website. The deadline for final questions to be submitted is 17:00 on Tuesday 28<sup>th</sup> August, with final answers posted on Friday 31<sup>th</sup> August 2018.

## 10. Due Diligence

The policies listed in Appendix 1 should be available for inspection at the request The Challenge following the submission of proposals. This forms part of the due diligence process which takes place following the selection of the delivery partner. Funding will be awarded on condition that the delivery partner(s) successfully undergo these due diligence checks.

Please note that decisions to grant funding (if any) are subject to a formal decision making process. You must not place any reliance whatsoever on this funding until formally notified in writing that your application has been successful and your authorised signatories have executed and returned a funding agreement.

Accordingly, any expenditure that you incur and/or to which you commit (including that which you have incurred or committed to in relation to the preparation of your proposal for funding) prior to formal notification and execution and return of the funding agreement is incurred and/or committed entirely at your own risk.

## Appendix 1 Due Diligence Form

### Section 1: Your Organisation

Name of organisation:			
Lead contact name:			
Lead contact position:			
Correspondence address:			
Telephone:			
Email:			
Website:			
Legal status:	Private Limited Company		Registered Charity
	Public Limited Company		Public Sector
	Other ( <i>please specify</i> )		
Legal name:			
Company / Charity registration number(s):			
Is the organisation or any of the Directors under current or previous criminal/civil proceedings?	<input type="checkbox"/> No <input type="checkbox"/> Yes, please provide details:		
Has the organisation or its Directors been subject to a County Court Judgement (CCJ)?	<input type="checkbox"/> No <input type="checkbox"/> Yes, please provide details:		
In the last three years, has there been any finding of unlawful discrimination made against your organisation by any court or employment tribunal?	<input type="checkbox"/> No <input type="checkbox"/> Yes, please provide details:		

### Section 2: Financial

Has the organisation or any of its Directors' filed for bankruptcy?	<input type="checkbox"/> No <input type="checkbox"/> Yes, please provide details:	
Have you attached your latest audited accounts or a statement of the organisation's turnover, profit & loss/income & expenditure and cash flow position for the most recent full year of trading/operations where this information is not available in audited form?	<input type="checkbox"/> No <input type="checkbox"/> Yes	

### Section 3: Quality

Please list all standards and accreditations that your organisation holds or is working towards (*add rows as required*):

Name	Status	Expiration date (if applicable)
	<input type="checkbox"/> Hold <input type="checkbox"/> Working towards	
	<input type="checkbox"/> Hold <input type="checkbox"/> Working towards	
	<input type="checkbox"/> Hold <input type="checkbox"/> Working towards	
	<input type="checkbox"/> Hold <input type="checkbox"/> Working towards	
	<input type="checkbox"/> Hold <input type="checkbox"/> Working towards	

#### Section 4: Health & Safety

Does your organisation have its own safeguarding policy?	<input type="checkbox"/> No <input type="checkbox"/> Yes
What is the name and job title of the person responsible for child protection in your organisation?	
Do you make sure that all staff and volunteers have Disclosure and Barring Service checks?	<input type="checkbox"/> No <input type="checkbox"/> Yes Please explain if not
How often do you repeat Disclosure and Barring Service, Disclosure Scotland or Access NI checks?	
Have your staff attended Safeguarding training?	<input type="checkbox"/> No <input type="checkbox"/> Yes, please state training/refresher dates:
How often do staff and volunteers have their safeguarding training refreshed?	
How do you record and monitor reportable Incidents?	
In the last three years, has there been any finding of unlawful discrimination made against your organisation by any court or employment tribunal?	<input type="checkbox"/> No <input type="checkbox"/> Yes, please provide details:

#### Section 5: Policies & Documentation Checklist

Insurance	Confirm if in place	Please give award/issue dates or date last reviewed:
Public Liability	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Employer Liability	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Professional Indemnity	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Policies/Procedures		Please give award/issue dates or date last reviewed:
Financial Regulations (to include procurement rules)	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Volunteer policy including assurance of relevant DBS / CRB checks for volunteers	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Health and safety policy	<input type="checkbox"/> No <input type="checkbox"/> Yes	

Safeguarding policy	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Equality and diversity policy	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Data security policy	<input type="checkbox"/> No <input type="checkbox"/> Yes	

**Section 6: Declaration**

I declare to the best of my knowledge that the information provided in this Due Diligence return is reliable, accurate and true.			
Name:		Position:	
Signature:		Date:	



**Risk descriptions, probability and control measures**

<b>Risk</b>	<b>Probability</b>	<b>Controls</b>
<i>Add lines as required</i>		