

NATIONAL CITIZEN SERVICE 2011 PILOT SPECIFICATION

This is an opportunity for organisations to work in partnership with government to deliver the pilot for National Citizen Service (NCS) in 2011 and to influence the future design of NCS.

NCS will promote:

- a more cohesive society by mixing participants of different backgrounds
- a more responsible society by supporting the transition into adulthood for young people
- a more engaged society by enabling young people to work together to create social action projects in their local communities.

Bidders will need to demonstrate that they can deliver the full NCS programme specification as set out in this document. We therefore expect that organisations may need to come together and bid jointly to ensure that the full programme of activities (phases 1-5 detailed overleaf) can be provided in their proposed pilot.

The Office for Civil Society (OCS), part of the Cabinet Office, is looking for a range of organisations or groups of organisations that can deliver a pilot of NCS in summer 2011. We expect that around 10,000 young people will benefit from the NCS experience in the 2011 pilot year. We are looking to test a range of different approaches to delivering NCS and for organisations / groups of organisations that can deliver pilots at a range of different scales, so that diverse approaches and models to supporting young people can be piloted.

Subject to the outcome of the spending review in October 2010, OCS is looking to award a small number of grant funding agreements to organisations / groups of organisations that can deliver the programme in a range of locations across England during the pilot period. We would expect organisations / consortia to have the capacity to deliver to a significant number of young people in 2011.

As far as practicable, providers should ensure that participants have the opportunity to mix with other young people from different areas and backgrounds during their NCS programme. OCS is particularly interested in proposals that can deliver in rural and suburban areas, as well as urban areas to test NCS across the country. Over time we want to offer NCS across the United Kingdom.

Proposals should demonstrate a clear commitment to diversity and achieving a balanced social mix of young people. Mixing young people from different backgrounds is one of the core objectives of NCS, and we are looking for organisations / groups of organisations to set out innovative approaches to achieving this.

It is expected that all young people participating in NCS pilots will have a common experience, wherever they live, whatever their background and whichever organisations deliver the programme. The programme should be challenging, developmental and fun.

NCS is a key component of plans for the Big Society, and bidders delivering NCS are expected to make a clear contribution to their communities, working closely with schools, local authorities, businesses and other neighbourhood groups to create a more cohesive, responsible and engaged society. For further background information about the Big Society, please read the coalition Government's Building the Big Society document which is available at: <http://www.cabinetoffice.gov.uk/media/407789/building-big-society.pdf>

NCS CORE PROGRAMME

NCS Summer 2011 pilots should take place from June to September It is anticipated that the programme will last for around 7-8 weeks. The initial three substantial phases of activity should be consecutive, and made up of three weeks of full time activities (phases 2, 3 and 4) followed by a regular pattern of part time participation over a further 4 week period.

A minimum of ten days and nights should be spent on a residential basis away from participants' homes to ensure social mixing and to give the participants the opportunity to develop life skills and resilience, such as managing a budget and cooking meals.

NCS pilots should consist of five distinct phases of activity that should take place in the following order:

Phase 1: An introductory phase in which expectations will be set and relationships built between participants and staff.

Phase 2: Full-time residential team building programme away from participants' local community, with a focus on teamwork and outdoor physical challenges (one week).

Phase 2 will provide an opportunity for personal and social development through a series of physical challenges to push participants out of their comfort zones. Activities should take place in an outdoor environment away from participants' local community, such as a dedicated activity centre or a hostel or campsite close to open spaces. Tough outdoor activities and daily team challenges should be designed to help each team of young people to bond, build personal responsibility, self confidence and self awareness. Each evening, participants should have the opportunity to discuss and reflect on experiences of the day and what team members have learned about themselves, teamwork and leadership. Guided reflection is a very important component of NCS to ensure that learning is captured and utilised by young people.

Phase 3: Full-time residential programme based in participants' home community, with a focus on developing new skills and serving groups in the local neighbourhood (one week).

Phase 3 will involve team members returning to their locality, but staying in a residential environment (such as university halls of residence) away from home. Teams should use a shared passion, for example for music or art, to build on their teamwork and project management skills and develop an interest in community service. This service might take the form of coaching young children in a sport, putting on an entertainment for patients in a hospital or offering a bike repair service to the local community. Throughout the week, the young people will be encouraged to think about how they come across as they deal with people of different ages in the community, and they will be

helped to present themselves more effectively. Each team will continue to meet at the end of every day to discuss what they have learned from their experiences and evaluate their performance as a team.

Phase 4: Participants to design a social action project in consultation with the local community (one week).

In this phase, young people will design a social action project. While they return home at night, they will be working full days, each one ending with a team discussion of what they have learnt, as in previous weeks. Participants should be given a further opportunity to understand their local area, meeting local people and representatives from local businesses, public services and charities. Using this understanding, and in close consultation with local people, teams should design a project that will deliver tangible benefit to the local community and agree a plan to deliver it in around 30 hours on weekends and evenings in Phase 5.

Phase 5 onwards:

- A period of 30 hours social action on a part-time basis.
- A fair/event to encourage participants to get involved in ongoing social action or volunteering activities in their area
- A large celebration and graduation event for participants and their guests. It is anticipated that as a final challenge young people will play a full and active part in this celebration.

We also expect that NCS will include:

- An alumni programme, including training sessions and reunion events, to build on the enthusiasm and relationships generated by NCS.
- In the longer term, opportunities for outstanding NCS graduates to take part in a programme of social action projects in developing countries.

Participants

The pilot is open to all young people aged 16-18. Participants should have turned 16 or reach their 16th birthday by 31st August 2011.

It is anticipated that participants will work in small teams of around 12-16 and stay in the same team throughout the programme. Teams should have a good social mix of participants from different social, religious and ethnic backgrounds, disabled and non-disabled participants, and from harder-to-reach groups

Staffing

Staff delivering NCS should have the knowledge, skills and competence to provide a high quality experience for participants and have the confidence and experience to help young people build social, emotional and behavioural skills over the programme. OCS is looking for flexible, cost effective delivery for NCS pilots, and there is a clear expectation that the workforce should also include a strong volunteer core, including volunteers from businesses and older young people. Pilot providers should demonstrate a commitment to diversity in their recruitment plans.

It is OCS's expectation that staff are appropriately trained to deliver NCS, and that all staff have had some experience of working with young people. It is essential that all staff, including volunteers working with young people, are appropriately security checked to ensure young people are sufficiently protected.

Involvement of Young People

Young people should be encouraged and empowered to develop their skills and should be given a voice in shaping activities and services which they benefit from. It is expected that selected organisations / consortia will put in place mechanisms for ensuring the active involvement of young people.

Safety of Young People

As set out above we expect organisations to have staff with appropriate security clearance. Organisations / consortia bidding should also ensure that all pilot activities take place in safe accommodation and they have appropriate insurance in place to cover all aspects of the pilot programme. Young people must be fully aware from their first contact with NCS providers of expectations regarding conduct and behaviour.

Funding

Government funding for the 2011 pilots will be subject to the outcome of the spending review which concludes in October 2010.

NCS is a new initiative and we are looking to potential bidders to demonstrate innovation and to set out creative and cost effective approaches to delivering the core principles of NCS for the Summer 2011 pilot.

For the pilot, we are looking to test a variety of cost and delivery models which fit the overall aims and objectives of NCS. The pilot provides the opportunity to develop new and efficient approaches to meet the core aims, especially with regard to ensuring a good social mix, including participation from the most vulnerable and disadvantaged young people.

As a key element of the vision of a Big Society, NCS should mobilise all elements of society if it is to be a success. This includes local people of all ages and backgrounds, schools, local authorities, local and national businesses, public services, uniformed groups and charities. Bidders should develop and outline innovative ways of building a broad coalition of support from across the community to provide funding, sponsorship, volunteers and free goods and services. As such, **there is a clear expectation that the total costs of delivering the pilot will be derived from a number of sources: the government grant will not meet the full costs of the programme.**

Young people participating in the Summer 2011 pilot may be asked to provide a small contribution to the programme costs. However attendance should not be dependent upon a young person's ability to pay a contribution. Bidders will be expected to set out how they will collect contributions so that there is a value attached to the programme, at the same time as ensuring that the programme is open to all and socially mixed.

It is likely that some young people may require additional support to participate in the programme, which may attract extra costs. This should not be a barrier to young people participating in the programme, and bidders should consider how they will cost this into their proposal, and maintain a diverse social mix of participants.

We are looking for proposals that can provide best value for money throughout the duration of the funding agreement. Bidders achieving value for money will be those providing suitable high quality delivery for a realistic unit cost that draws on a range of income sources. Funding will be given to organisations on a cost per participant basis.

Alumni Programme

Bidders should develop plans for an alumni programme, including training sessions and reunion events, to build on the enthusiasm and relationships generated by NCS. There is a clear expectation that NCS is the beginning

and not the end of a lifetime of service and community involvement. Providers should be willing to share data and contribute to a shared alumni platform.

Evaluation

We are planning an evaluation that will examine whether the initial programme design works and how it could be improved for future years. It would also measure the improvement in young people against the overarching aims of the programme. We are also considering a longitudinal evaluation. As part of this, organisations selected to deliver the pilot will be expected to contribute information needed for the evaluation.

Reporting

As this is a one year pilot, OCS and its partners will want to work closely with the organisations delivering pilots and learn from their experiences. We therefore expect that selected organisations will agree to:

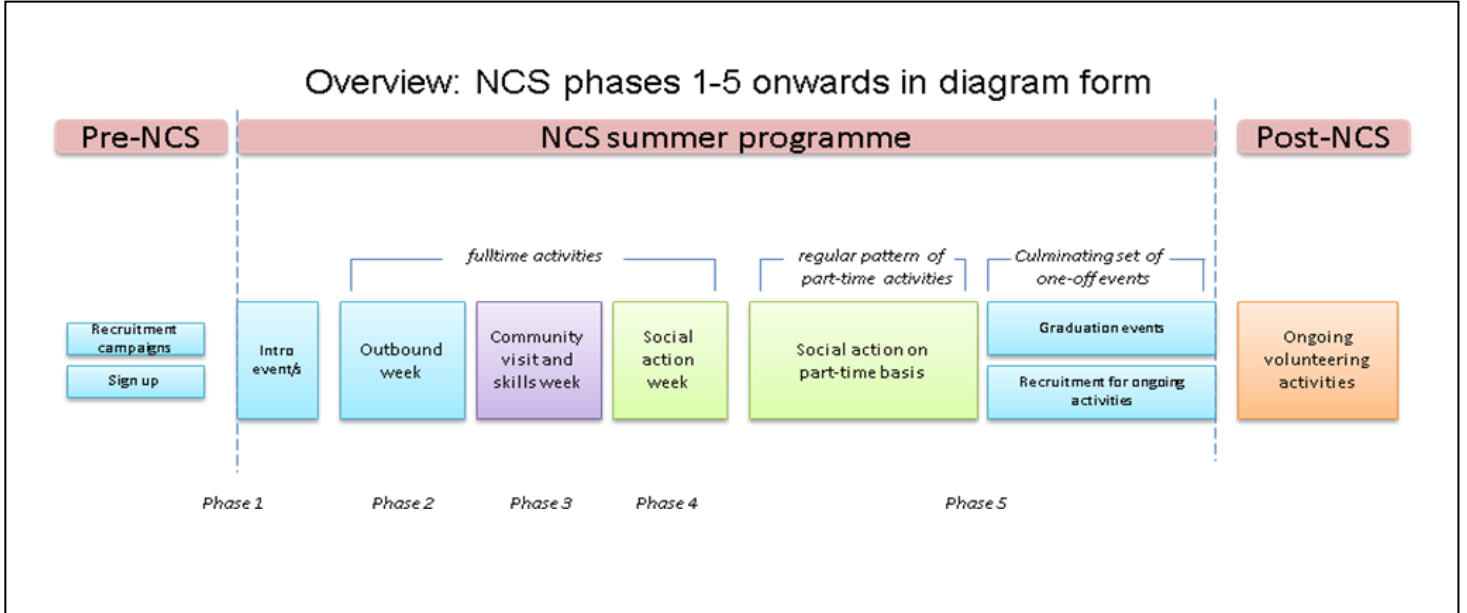
- Provide monitoring information about the participants to OCS.
- Share progress and reflections on the early development phase of the NCS Summer 2011 pilot.
- Work closely with other NCS pilot providers to share data, experiences and best practice (e.g. on training, marketing, and alumni activities)
- Commit to attending and contributing to events with OCS and other NCS pilot providers to reflect on their experiences and inform further development of NCS.

NCS Communications

There will be no national marketing campaign. However, all providers will be expected to work with OCS to develop a single set of core messages about the benefits of participation. This should draw on previous experience, evaluation and insight into the target audience.

The pilot will also need to test how young people can be kept involved and in touch with the programme after it has finished as alumni, irrespective of their provider. It is expected that participants will have a role to play in raising awareness of NCS and seed positive messages and content about their experience through their social networks, after the pilot has finished.

We would be looking for no and low cost approaches to communications and marketing, with emphasis on using existing channels and working with partner organisations to raise awareness of NCS.



End of specification document

EXPRESSION OF INTEREST STAGE

Please use the template form provided.

1. Use as much space as you need to answer questions on the front sheet.
2. Provide answers to the five questions listed below, using a maximum of one page for each question in the boxes in the template form.

Where organisations are working in partnership, or in a consortium, please reflect the experience of all partners in your response. Arial size 12 font should be used for responses.

Each of the 5 questions will be scored out of 20, using the following criteria:

- 0-5** Lack of evidence provided
- 6-10** Limited evidence provided
- 11-15** Good level of evidence provided
- 16-20** Extensive level of evidence provided.

Q1. Please set out your experience and track record of delivering to young people over the past 2 years. Please include details of the types of programmes offered to young people as well as the numbers of young people.

Q2. Please set out an example of how your organisation or consortium has delivered programmes on the same scale as the NCS pilots, demonstrating how your organisation or consortium has the infrastructure in place to deliver a pilot of this scale We would expect organisations / consortia to have the capacity to deliver to a significant number of young people in 2011.

Q3. Please set out an example of where you have delivered a new programme within a challenging timeframe, highlighting any particular issues or problems that occurred.

Q4. Please set out examples of how you have (i) previously worked with a socially mixed group of young people; (ii) aided the transition to adulthood of young people; (iii) encouraged young people to be more engaged with their communities.

Q5. Please set out your experience and track record of raising funding to support your activities from sources other than central government.

ANNEX A – FOR INFORMATION ONLY
ADVANCE COPY OF FULL APPLICATION QUESTIONS

(NOT FOR COMPLETION AT EXPRESSION OF INTEREST STAGE)

If your expression of interest is successful you will be invited to submit a full application. The full application questions are set out below for information only. Please note that the Office for Civil Society (OCS) reserves the right to amend and/or add to these questions. A full form for completion will be sent to organisations selected to submit full proposals in early September 2010.

Delivery

Bidders should set out how they will deliver a quality NCS experience for young people in no more than **12 pages**. Bidders should creatively use diagrams or other tools to exemplify the proposal where possible and should consider the following points:

- How you will ensure that there is an effective social mix of participants on the NCS pilot, and your plans for the recruitment and selection of young people, including how you will use existing networks like youth and community groups schools, faith and disability organisations; and consider the role of intermediaries (parents, peers, siblings, teachers and youth workers).
- How you will support the participation of vulnerable young people in all aspects of the pilot, and how the participation of economically disadvantaged young people will be ensured.
- How you will support the participation of disabled young people in all aspects of the pilot, including reasonable adjustments to ensure all phases are accessible and inclusive.
- Your proposals for each phase of the programme including proposed activities and locations.
- How young people have been / will be involved in the design of your proposed pilot.
- How you will ensure that all aspects of delivery are safe for participants and are appropriately insured. Selected organisations will be expected to send the Department a copy of their insurance cover.
- Your plans to encourage all parts of society to contribute to and be involved with the programme.
- How your proposal will contribute to the longer term development of neighbourhood groups and community cohesion.
- How you will work with other providers including the sharing of best practice.

Staffing

Organisations should set out their proposed staffing requirements for the delivery of the NCS pilot in no more than **4 pages**. Please use diagrams to illustrate your proposal where appropriate and consider the following points in your response:

- as far as possible, details of staff who will be part of the team delivering the pilot and explain how they meet the requirement to work effectively with young people.
- set out your plans for recruitment if selected, and how you will ensure that staff meet the requirements to work effectively with young people
- the balance between paid and volunteer staff.
- the proposed ratio of staff to young people for the delivery of the pilot, explaining how you have reached this number.
- include a staff structure diagram (in addition to the four page allowance).

In addition to the response organisations should attach their policy for vetting and security clearing staff with their proposal.

Selected organisations will be required to sign a disclaimer alongside their funding agreements to confirm that all staff working directly with young people or in other relevant roles have adequate checks in place, that the organisation(s) will be liable for the delivery of the pilot and that adequate levels of liability insurance are in place.

NCS Communications

Organisations should set out their plans for marketing and communicating the NCS Summer 2011 pilots. Proposals should:

- Set out how they will market and communicate the scheme to participants.
- Set out how they will market and communicate the scheme to intermediaries including parents/carers, schools, youth workforces, local authorities, businesses and local stakeholders.

Funding

Organisations should set out their plans for delivering the NCS Summer 2011 pilots in a cost effective way using the core Government funding as a means of leveraging investment from other sources for meeting the full costs of delivering the programme. Bidders should set out their costing and funding

plans in no more than 3 pages and should consider the following in their response:

- How your proposal offers value for money whilst still achieving the overall aims and objectives of the NCS pilot.
- How your proposal can be illustrated both in terms of overall costs and average cost per participant
- An income diversification plan that sets out how funding from sources other than the core Government investment will be secured. Particular regard will be given to innovative ways in which you will involve philanthropists, young people, parents, schools, local authorities, local and national businesses, public services, charities and other parts of society in providing funding, sponsorship, volunteers and free goods and services.

Bidders should also complete a funding spreadsheet (in a template to be provided at the full application stage) and submit the last 2 years' Financial Accounts with their proposal. If your organisation is less than 2 years old please submit three of the following documents in support of your proposal:

- Parent Company Accounts
- Bankers statements and references
- Accountants' references
- Management Accounts
- Financial projections, including cash flow forecasts
- Details of previous contracts, including contract values
- Capital availability