



Framework Readiness

FSquared Proposal

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Introduction

This document outlines FSquared's Framework Readiness Programme. We propose to deliver this for you in order to support you to understand the changing market that you are operating in and to shape your offering around the framework bids which are targeting. This programme is designed to capacity build your team and prepare them to produce high quality framework responses which capture, articulate and demonstrate the value you can offer to your public sector partners.

This proposal includes the following sections:

About FSquared	-	This section provides an introduction to FSquared
Our Proposal	-	This section outlines our proposed approach
Relevant Experience	-	This section provides case studies of similar work we have undertaken elsewhere
Project Management	-	This section gives details of how we would work with you and what you can expect from us
Fees	-	This section outlines our fee for the proposed work
Next Steps	-	This lets you know who to contact should you require further information



About FSquared

FSquared helps organisations generate and deliver social value. We support our clients to embed social value in all their activities and to re-frame business practices around responsible and sustainable strategies that release social value, and inspire a culture of ethical leadership throughout their workforce.

We support our public sector clients to get more social value through developing, implementing and measuring the success of policies and strategies that generate sustainable community benefits.

We support our private sector clients to deliver more social value through creative and innovative approaches that are built on listening and responding to local need and proactive engagement with local knowledge and distinctiveness.

We support our clients to consult, listen, and involve their stakeholders and communities in a mutual process of capacity building to realise their shared needs and aspirations.

Our defining principle is that social value is delivered to the benefit of our clients and their partners, communities, and supply chain. We deliver solutions that respond to environmental, social and economic issues in integrated ways that make a real difference to people's lives.

Who we are

The FSquared Group comprises:

The FSquared Consultancy: a for profit company with a strong social mission

The FSquared Association: a not for profit organisation, aimed at inspiring creative thinking and at prompting exchanges between people who share our belief in ethical behaviour in the workplace and in the market

The FSquared Foundation: a charity that aims to prevent and reduce poverty through making the most of the resources and by increasing the impact of organisations that work to make a difference to people's lives. The Foundation is funded with charitable funds, and through **FSquared Trading**, which gives it 100% of its profits, and through the consultancy, which donates 10% of its pre tax profits to the Foundation's activities.

Creating sustainable community benefit from investment, development, procurement and corporate citizenship requires strong ethical leadership, and supporting that approach is at the core of our relationships with our customers. An ethical approach means that business is never 'just business', and we aim to raise the bar on quality, innovation, partnerships, leadership, professionalism, and procurement, and to stimulate market demand for building choice and social capital.



Our Proposal

fSquared is a company that helps organisations create and deliver the maximum social value from their activities. Strong leadership is required to create social and public value from asset management, investment, procurement and commissioning. We facilitate and support the development of ethical leaders in our sectors.

However hard things are, there is an opportunity for the public sector and its partners to develop sustainable business models that will deliver very real social value. We bring a private sector perspective to identifying and embedding social value in partnerships, investment structures, delivery mechanisms, and community services. The challenge for the public sector is to drive out as much value (economic and social) from its resources (people and assets) and its partnerships (public and private).

The financial shock of the recession is having a profound social impact, and the public sector now faces a complex set of drivers to manage these impacts. Budget cuts mean that it will need to forge new collaborations and structures to deliver greater social value. If managed properly, this process should offer new opportunities for radical innovation and change, which can offer security for those groups within communities who need it the most, rather than put them at greater risk. The Public Sector must find new investment models and service delivery solutions to old social problems. Recession has always been a major driver of change in the private sector; there is now an opportunity (and a need) for the public sector to respond to this financial challenge in a similar way.

Our experience in supporting major private sector infrastructure bids and embedding corporate responsibility within large companies tells us that savings can be made by collaboration and financial partnerships, driving efficiencies through procurement systems, establishing parity in the market place between public and private sectors, and better management of strategic functions to deliver productivity and output.

The pressure for centralised procurement and greater efficiency will mean that framework contracts will become a more popular means of procurement. Bidders in this market will need to respond to the specific needs of a framework contract and demonstrate that they have a good understanding of the issues and pressures which their partners face.

Framework bidders will still need to respond to local issues and specific issues, but there are a number of universal themes which it will be important to assimilate and reflect in your business development approach. These include: Community-based budgets, Big Society, Measuring social value, Equality and Diversity and Digital inclusion.

There are new and exciting approaches also, such as Social Impact Bonds, which look at investment and asset management in different ways. These offer the potential for a new set of partnerships between the public, private and third sector to deliver public value, social impact, and a more sophisticated return on investment.

Framework bids often require wide ranging but page-limited responses, and there are challenges in creating concise responses which demonstrate the breadth of what you can offer. Framework bidding is often heavily evidence based, and so it is necessary to collate a bank of relevant, targeted case studies which align your track record with the procurer's aspirations for the contract.



The Issues

The main issues for both public and private sector are:

- How to respond to the funding and policy climate
- Achieve local plans with less government funding and support
- Capitalise on the potential benefits of localism
- Respond innovatively and proactively to the changing funding and policy climate for the benefit of local areas
- Balance the need for evidence and track record with the need for innovative, locally specific solutions

Our events on Framework Readiness, based on our “Information, Inspiration and Application” format, will give your team grounding in the basics of this changing policy agenda and allow you to explore creatively together what the opportunities are for your organisation.

We will:

- Undertake an inception meeting with you to identify your key areas of focus and your aspirations for the programme
- Work with you to identify the key people within your organisation who need to be involved in the programme.
- Deliver a series of roundtable discussions and information sessions
- Facilitate exploration of what each topic means for your organisation
- Prompt and shape an action plan with you to move forward
- Support you to determine an overall strategy for your market.



Relevant Experience

Some of our case studies are detailed below. They illustrate how we have supported our clients to deliver social value in a range of ways, across a number of sectors and projects. We first focus on workshop based experience and then on our wider project experience.

Workshop Related Experience

Plan B: Leadership for Change

Morgan Sindall

We are currently in the process of delivering our Plan B programme with Morgan Sindall. We have delivered stages 1, 2 and 3 at an initial workshop and are now exploring options for the delivery of stages 4 and 5. The workshop was successful in engaging all participants, helping them to understand existing policy drivers and helping them to address these policy drivers in their everyday work.

Social Inclusion Innovation Process: Prolific & Priority Offenders

Client: Digital Inclusion Team

PPOs are a local priority in Leicester, Leicestershire and Rutland and a national priority highlighted by the Social Exclusion Task Force. FSquared managed the Social Inclusion Innovation Process that led to the development of two new ideas to support the rehabilitation of prolific and priority offenders. Business cases and project initiation documents were produced to inform the investment decisions about these new ideas. Subsequently both ideas have been put into practice.

Social Inclusion Innovation Process: Social Housing

Client: Digital Inclusion Team

The Digital Inclusion Team had identified that social housing was well placed to engage with the digital inclusion agenda but that good practice was unevenly distributed across the sector. They therefore required an innovation workshop that would bring social housing professionals together, share best practice and develop approaches to digital inclusion in social housing. FSquared organised, designed and delivered an innovation workshop for the Digital Inclusion Team with representatives from the social housing sector and associated bodies. The workshop was successful in achieving its objective of delivering a facilitated and creative event with relevant professionals, related to the opportunities offered by digital inclusion, and to best practice attempts to design out digital exclusion.

HMP Liverpool Employer Engagement Workshop

Client: Prison Service and the Ministry of Justice

FSquared facilitated an Employer Engagement Workshop for the Ministry of Justice and HM Prison Service. The event was held at HMP Liverpool. Attendees were selected due to their relationship with the prison, or through their relationship with FSquared. The group of employers was joined by expert witnesses, some of whom had participated in ongoing employment and training initiatives within the prison, and by wider stakeholders from the North West area. The event was an opportunity to explore shared objectives and to create potential initiatives which answered social, rehabilitative and commercial imperatives for attendees. It was a chance to develop partnerships



which bring together the private, public and third sectors to harness their combined strengths and mutual interests, whilst driving out social value.

Wider Experience

Framework Bidding

Clients: various

FSquared have supported a number of private sector bidders in successful framework bids including: National Academies Framework, Procure 21, Yorbuild, Express LIFT, Manchester Housing Improvement Options, Sheffield HMR.

In addition to this work we have also been appointed to a number of frameworks in our own right with clients including: NWDA, Yorkshire Forward, DWP, WRAP, Hull PCT

East London Line Extension

Client: Balfour Beatty/Carillion Joint Venture and Transport for London

FSquared worked with the Balfour Beatty Carillion Joint Venture (BBJV) at bid stage to develop bid responses to a range of community benefit requirements. We then delivered a Stakeholder Management role in the delivery of key elements of the project including leading the groundbreaking equality and diversity work and the community liaison and stakeholder engagement programme. During the construction phase we ensured that diverse East London communities and key stakeholders could benefit from the opportunities that arose from the investment. Our activity ensured that a high proportion of the site workforce were drawn from local London Boroughs. For example over 250 local people were placed into work during 2008 and 69% of the site workforce were from the East London area. We also ensured that local businesses gained access to business opportunities by ensuring that they were aware of subcontracting arrangements engaging over 50 East London Small and Medium Enterprises.

Sandwell Independent Community Advisors

Client: Sandwell Metropolitan Borough Council

Sandwell Metropolitan Borough Council (MBC) was at an important stage in the development of Neighbourhood Plans for the three estates, Tibbington, Charlemont Farm and Durham. The Council commissioned FSquared as an Independent Community Advisor (ICA) to undertake community development work with residents and stakeholders prior to and during the masterplanning contract.

Residents gained accredited training through their involvement in the process. The outcome of this work was a Best Practice Guide on the implementation of community development activity which was developed as a resource for Sandwell MBC. We are now working with Sandwell to further support residents to engage in the development process and to play a meaningful role in the regeneration and sustainable development of their neighbourhoods.

Olympics 2012 Construction Projects

Client: Balfour Beatty

Working in our capacity as Balfour Beatty's Equality and Diversity Adviser for London 2012, we have developed and are supporting the delivery of a comprehensive programme of Equality and Diversity activity on a number of high profile Olympics Contracts, including the Aquatic Centre.



The programme is designed to embed equality and diversity considerations in to every aspect of the project approach to ensure a sustainable legacy is delivered and to meet their client requirements. Our activity includes - establishing policies, plans and procedures, developing and delivering diversity training and capacity building, supplier engagement and monitoring and review activity.

Corporate Responsibility Support

Client: Enterprise Plc

We are engaged in a long term strategic relationship with Enterprise Plc to support them to define their approach to corporate responsibility, develop an implementation plan, and to monitor the success of the new approach. We have supported them to develop a Corporate Responsibility policy, strategy and action plan and to embed this approach in their overall business practices and culture. The outcome of our work is that Enterprise has an approach that is embedded throughout the organisation and can be used to position Enterprise as a good corporate citizen within its evolving marketplace.



Project Management

We always allocate a Project Lead for each project and this person is the main point of contact for all day to day matters concerning the delivery of this work, including attendance at meetings and related activity. They also co-ordinate input from our team to ensure that you have access to all of the skills and experience needed to deliver this work.

Project Management Phases

Project Management is an ongoing service that ensures effective project delivery and an efficient working relationship, and includes:

- Regular contact with the Project Lead as required to review progress on work areas identified and agree priority work
- Time Management. Management of the project to budget and timescales.
- Regular meetings/ conference calls/ phone calls/ email updates as required
- Frequent status updates to support the internal reporting structures as required

Project Initiation: Before beginning work on the project the Project Lead would meet with you to refine the proposal and define the parameters of the project to ensure that they reflect your needs and aspirations for the work. In particular this initial meeting helps us both to outline the goals, objectives, scope, deliverables, assumptions, constraints, risks, issues, key people, benefits, costs and duration.

Our Project Lead then develops a project plan for this project and discuss this with you. The plan identifies the stages, tasks, timeline and resources for each phase of delivery. The plan includes regular and key milestones to act as a measure of progress and keep the project team focused on the key activity.

Management and Tracking: During the development of the project plan, and on an on-going basis, our Project Lead continues to identify any factors that could have an impact on the successful delivery of the project. Any factors which are identified are recorded on an issues and risk log, any key issues and the steps to address them are discussed and agreed with you.

Our ethos as an organisation is collaborative, recognising that we always achieve more when working in partnership with others. From the outset we agree communication protocols with you, so that you can be engaged in the project in a structured and well managed way which contributes to the successful outcome of the project.

Our Project Lead keeps you informed and aware of the progress of the project and any issues or opportunities that arise through regular status reports.

Project and Interim Reviews: At the end of the project and at interim periods as agreed we meet with you to discuss the progress and outcomes of the project, and to capture any learning or information which can usefully be applied to similar future projects of future phases of work.

Quality Management Procedures

We maintain the quality of what we do through constant ongoing review with our clients, of all aims, activities, outcomes and the cost-effectiveness of every activity. We encourage regular review meetings and provide regular status reports. We've been accredited under a number of quality assurance schemes, including: ISO9001, ISO14001, Investors in People.



We have quality management procedures in place which work alongside our approach to project management. We allocate a Strategic Lead for each project who ensures that our quality assurance processes linked to ISO9001 are met, ensuring that our work is quality checked and delivered to a high standard.



Fees

Our programme will be tailored to your organisation drawing from a range of modules on different topics. We can create an event for you on 1 or 2 day format, or as a series of sessions over a number of weeks. The length of the event will have an impact on how many topics we cover and in what degree of depth. Longer events allow time for more use of Expert Witness input and can include a learning tour or visit. In order to create a programme for the event we would meet with you to discuss your aspirations for the event in more detail.

A One day event would start at £7000 + VAT

The fee excludes VAT, travel time costs and disbursements (which may include coach booking etc for learning tours). Once you are satisfied with the proposed approach and fee, we will finalise the agreement by producing a standard fSquared contract. Any work undertaken will be subject to the terms and conditions within this contract.



Next Steps

We are excited about the opportunity of working with you to support you on this project. If you require any further information or wish to discuss the contents of this document further, please contact:

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