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**LEARNING AND SKILLS COUNCIL  
NORTHWEST**

**ESF CO-FINANCE**

**ADULT TENDER SPECIFICATIONS**



Leading learning and skills

**JUNE 2009**

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For Information Only

<b>Title: North West including the Merseyside Phasing-In Area - Personal Development Programme - Personal Best – The Event Volunteer Award Programme</b>	<b>Reference: NW/ADULT/S38</b>
<b>Aim</b>	
<b>The Personal Best (Event- volunteer) programme, through the attraction of volunteering in regional events and with regional employers, aims to encourage inactive, unemployed and socially excluded people to engage in volunteering and accredited L1 training to gain new skills, engage in their communities, raise their aspirations and create new career choices.</b>	
<b>Service Requirements</b>	
<p>Personal Best is an exciting, pre-employment programme designed to harness the unique motivating force of the London 2012 Olympic and Paralympic Games to engage workless and socially excluded people with learning and the labour market, lift their aspirations and create new life or career choices.</p>	
<p>Personal Best is seen as a key legacy opportunity from the Games both regionally and nationally, with the potential to provide economic benefits long after 2012. The concept behind Personal Best has origins from the successful Pre Volunteer Programme prior to the 2002 Manchester Commonwealth Games. The fact that the North West region in particular is hosting some of the Olympic football events at Old Trafford gives the Programme added poignancy. The region is also keen to ensure that the Programme is linked into a range of 2012 related volunteering opportunities that will be created in the region, for example, Pre Games Training Camps or the Cultural Olympiad. Further information on all of these can be found at <a href="http://www.nwbeinspired.com/index.htm">http://www.nwbeinspired.com/index.htm</a></p>	
<p>The Programme uses the potential prospect of becoming a Games Time Volunteer in 2012 as an inspiration to attract eligible people to undertake a Level 1 qualification, undertake some volunteering and ultimately to move into employment.</p>	
<p>Successful completion of the Programme, as externally verified by an approved Awarding Body, and a successful application will guarantee a Personal Best graduate a Games-time interview. It is likely that interviews will commence from the Autumn of 2010. Currently there are three approved Awarding Bodies: NOCN, City &amp; Guilds and Active IQ, who work closely with SkillsActive, the Sector Skills Council which 'owns' the qualification.</p>	
<p>The Programme is controlled at policy level by a National Personal Best Steering Group, chaired by the LSC, and including key Government Departments, Job Centre Plus, SkillsActive, LOCOG, etc.</p>	
<p>The Programme has the backing of Government and the London Organising Committee for the Olympic Games and Paralympic (LOCOG). The latter and the International Olympic Committee have accepted the Programme to carry the London 2012 Inspire mark, (the non-commercial brand of London 2012) in London, the North East &amp; South East. An application will be made from the North West to achieve branding approval.</p>	
<p>Pilots in London have shown that the concept works and now the Programme, which is a specific product with specific requirements to which providers must adhere, is being rolled-out to the regions. A Regional Delivery Manual has been written to guide commissioners and tenderers. This document together with other supporting information on the Programme, including a tutor pack, can be found at <a href="http://www.skillsactive.com/resources/london-2012/personal-best">http://www.skillsactive.com/resources/london-2012/personal-best</a>. Applicants for the Personal Best Programme must read and consider carefully the implications of what is contained in the Manual in</p>	

making their submissions. **Proposals must confirm adherence to these requirements in full – any submission that is unable to meet these conditions cannot be approved for funding.**

The Personal Best qualification can be found on the LAD at:

<http://providers.lsc.gov.uk/LAD/aims/aimKeyDetails.asp?LAId=264849&AYId=156>

It is a 120 guided learning hour course with 30 of these on a volunteering placement. Details of the 9 units that make up the qualification and current Awarding Body Qualifications can be found on the QCF.

The programme must be personalised and include strong elements of:

- IAG coaching and mentoring
- Innovative and engaging relevant group work
- Innovative personal development activities
- Support and encouragement to overcome barriers and build confidence
- Progression to other opportunities for further training (via Train to Gain, other sector specific projects), further volunteering or employment in various sectors.

#### Get Connected

Sport England have recreated the Get Connected online tool which will enhance the opportunities for Personal Best delivery in the North West. The online tool will allow successful beneficiaries to track their volunteering hours and experience and gain access to volunteering opportunities within the North West prior to and beyond the 2012 Olympic and Paralympic games.

The Get Connected online tool can provide quality volunteering opportunities ranging from grass roots community volunteering to world class events. Get connected will make getting involved in volunteering or finding volunteers much easier within the North West. It involves:

- A volunteer registration process
- A volunteer journal facility
- Registering an opportunity for volunteers online

As part of this specification, we want the lead applicant to develop and manage this database for the North West with guidance from the steering group.

Applicants should also note clearly the importance of the following elements of the Programme in their submissions:

- Recruitment methods for hard to reach groups and a clear method of engagement with the relevant community and voluntary sector organisations (e.g. local volunteering centres) in helping to identify participants, who might otherwise fall under the radar.
- Close engagement with local Jobcentre Plus needs to be established to encourage referrals. Jobcentre Plus offices should be aware of the Personal Best programme as they are a key national partner in the development of the Personal Best approach.
- The importance of connecting with other key agencies involved in IAG such as the Connexions where relevant.
- The importance of the roles of a Personal Best Adviser (PBA) or mentors as set out in the Manual.
- Understanding that Personal Best is a Programme of support and development, not just a qualification. Tenders must be inclusive of all 'wrap around' costs such as for child care, venue hire and travel.
- The importance of adhering to the London 2012 Inspire mark non-commercial branding guidelines, when the NWDA/LSC in the NW be successful in its application to LOCOG. (The branding would

be solely for the programme and not for the provider generically).

- The importance of tracking and supporting Personal Best graduates after they leave the Programme and encouraging progression to further learning, volunteering and employment opportunities.
- The importance of referring potential participants to other programmes/providers if they are not suitable for Personal Best and similarly guiding carefully any participants who leave the Programme before completion.
- The importance of finding and working with relevant volunteering placements and linking with planned events in the locality in which the Programme is running. It will be particularly important to link into volunteering placements that are related to the wider NW legacy programme (as noted previously see 'Get Connected').
- The importance of providing those potential participants living in a rural area equality of access.
- The importance of linking with existing relevant networks in the North West such as the Northwest Skills, Employment & Volunteering Sub Group for the 2012 Games, Manchester Events Volunteers (MEV), County Sport Partnerships, existing Skills for Jobs providers, successful pre-employment training providers, the North West Universities Association, the National Skills Academy in Sport and Active Leisure, Sports Volunteering NW, Volunteering England and/or other third sector organisations.
- On Merseyside considerable investment was made in volunteering programmes as a consequence of the successful Capital of Culture including legacy arrangements for volunteers. The successful applicant will need to demonstrate how the delivery of Personal Best builds on this legacy.

The provider/consortia must report to an effective steering group which must link in to The NW SkillsActive, the Sector Skills Council for Sport and Active Leisure, LSC, Job Centre Plus, the NWDA and the 2012 NW Skills, Employment & Volunteering sub group. The consortia must work with the NWDA/LSC and SkillsActive to obtain the Inspire Mark for the North West for effective delivery of the programme.

As a consequence of the restrictions on the Inspire Mark it is envisaged that a single consortia/partnership will lead on this project.

Research has shown that adults who receive quality assured Information, Advice and Guidance (IAG) are more likely to be successful in their learning. Therefore it would be a requirement of any project to develop links with Jobcentre Plus and other organisations that can sign post to further skills development such as National Skills Academies.

### **Target groups & priority**

The target groups for this tender specification are:

- Unemployed/economically inactive individuals 20+
- 16 – 19 year olds who are Not in Education Employment or Training (NEET)

### **Geography / area of delivery**

The provision should be available across the whole of the North West including the Merseyside Phasing-In Area (Knowsley, Liverpool, Sefton, St Helens and Wirral)

### **Outputs**

To ensure equality of opportunity we anticipate that the programme will run in all areas, the minimum outputs which are expected to be delivered by sub region are as follows:

<b>Outputs</b>	<b>North West</b>	<b>Merseyside Phasing- In Area</b>	<b>Total</b>
No. of 16-19 NEET participants receiving support for training and IAG	199	90	<b>289</b>
No. of 20+ participants receiving support for training and IAG	263	90	<b>353</b>
<b>Total participants</b>	<b>462</b>	<b>180</b>	<b>642</b>

## Results

The minimum results which are required are detailed below:

<b>Results</b>	<b>North West</b>	<b>Merseyside Phasing- In Area</b>	<b>Total</b>
No. of 16-19 NEET participants achieving Personal Best qualification	141	64	<b>205</b>
No. of 20+ participants achieving Personal Best qualification	184	64	<b>248</b>
<b>Total participants</b>	<b>325</b>	<b>128</b>	<b>453</b>

## Other outcomes

Other outcomes that the LSC envisages being delivered are:

- Ensuring that all participants graduating from the Programme achieve a positive outcome, which can be a mixture of employment, volunteering and further education/progression according to their needs, preferences and prevailing economic condition.
- Ensuring that careful guidance is given to participants not completing the programme and that their destinations are recorded.
- Individual improvement in self esteem, confidence, understanding the opportunities in event volunteering and employment; improved skills for life and communication skills with an improved attitude to jobs and learning. It is envisaged that the successful applicant will highlight how they will support beneficiaries for further development to maximise the legacy of the 2012 Olympic and Paralympic games in the North West. Examples could be further training via Train to Gain, access to sector-specific qualifications or other relevant training that would progress individuals for employment and/or volunteering.
- Data – Formulate development and provide ongoing management of the 'Get Connected' data base tool.

Successful providers are required to submit a Performance and Evaluation report to the LSC every six months during the contract period and a final evaluation report at the end of the contract.

An independent project evaluation must be conducted by the end of the project, and applicants are encouraged to include these costs in their original project application. There will also be a requirement for annual reports that can be produced by the provider. In addition regular management information will be required.

### Funding available

The overall funding available for this Tender Specification is **£1,161,450** which is split as follows:

Sub-region	16-19	20+	Total
North West	£360,550	£473,700	£834,250
Merseyside Phasing-In Area	£163,600	£163,600	£327,200
<b>Total</b>	<b>£524,150</b>	<b>£637,300</b>	<b>£1,161,450</b>

Given the focus of Personal Best the LSC wishes to focus activity in the North West on those areas with areas of greatest disadvantage and expects that at least 55% of the activity will take place in greater Manchester and 30% in Lancashire. The Merseyside Phasing-In Area has a separate allocation and targets.

The LSC is anticipating that £50,000 of management costs will be required to manage the development and administration support of the 'Get Connected' database; therefore these costs should be incorporated into the costs submitted in Part B. The cost of this has been incorporated into the overall funding available for this Tender Specification and will be embedded within the unit costs attributed to the Deliverables identified for this activity. Applicants should ensure that all costs include any additional support such as travel and child care.

EMA is a weekly payment of up to £30 that is paid directly to eligible young people aged 16 to 19, following household income assessment.

Your tender should reflect how you propose to assist young people with their applications for EMA as part of this project.

For full details of EMA and the eligibility criteria please visit the EMA website ([www.direct.gov.uk/ema](http://www.direct.gov.uk/ema))

### Start and end dates

The project should commence on 1 December 2009 and be completed by 31 December 2011. Projects must not recruit individuals if there is insufficient time available to allow them to achieve the outcomes of the project. The LSC reserves the right to extend the end date of individual contracts where necessary.

### Contracting details

It is envisaged that a consortia/partnership will lead on this project with no more than one lead provider for the North West.

The table below is provided as an example of how a contract award for the full allocation of funding and associated deliverables would look. Providers should use these deliverables to profile their delivery. These deliverables will be used to identify the contribution providers are making to the delivery of the outputs and results required for this Tender Specification. As indicated in the table each key deliverable will be assigned a unit cost and the LSC will pay against this profile of activity. Successful applicants will be required to submit regular learner and performance related information to the LSC and the LSC will normally reconcile contracts on a quarterly basis, which will affect future profile payments, or seek to recover funds where necessary.

Deliverable ID	Deliverable Name	Unit Cost	Volume	Payment
S2	Participants receiving support for training and IAG (Participant Assessment, Planning and Support)	£100	642	£64,200
S4	Participants commence Personal BEST course (Deliverable will need to be changed to appropriate NVQ if personal BEST is accredited on LAD to a specific level)	£600	642	£385,200
S21	On Programme Payment (to be claimed at half-way point in programme, i.e. at approx 60 GLH)	£600	545	£327,000
A2	Participants achieves Personal BEST qualification (Deliverable will need to be changed to appropriate NVQ if personal BEST is accredited on LAD to a specific level)	£850	453	£385,050
M4	Project evaluation including case studies (evaluation to be submitted February and August and Case studies May and November) Format will be agreed by LSC.	£0	0	£0
<b>Total</b>				<b>£1,161,450</b>

The LSC envisages awarding one contract for the whole of the North West including the Merseyside Phasing-In Area.

Providers' responses to the tender should indicate the maximum amount of funding expected to be drawn down between 1 December 2009 and 31 December 2011. Initial contracts may be small in size, but will have the potential to be increased subject to performance and budget availability. Contract increases will be both financial and for a proportionate level of volumes. Providers are asked to identify any issues regarding the scaling back of provision.

Due to the changing economic and political landscape it may be necessary for the LSC to amend contracts during their lifetime to re-focus this offer to particular target groups, employment sectors, skills needs and geographical hotspots. In such circumstances successful contractors will be expected to adapt their offer accordingly.

The Learning and Skills Council may also choose to invite projects to be retained on a reserve list to enable them to be funded at a later point.

#### Subcontracting

If the Contractor wishes to work with a sub-contractor that is not named in the original bid and the value of the sub-contracting arrangement exceeds £10,000, the activity must be competitively tendered for. Where only one provider is available then permission must be sought from the LSC before the sub-contract is agreed. Where the value is £10,000 or below, then, providing they can demonstrate value for money, the Contractor can source specialist providers directly to sub-contract with, without the need for tendering.

<b>Title: Merseyside Phasing-In Area - Executive / Graduate Retention Routeway to Employment</b>	<b>Reference: NW/ADULT/S39</b>
<b>Aim</b> <p>The LSC is seeking to appoint a single organisation or consortium of organisations to develop, and deliver an innovative method of providing unemployed graduates with real work opportunities relevant to their level of skills or specialist skills.</p> <p>The Regional Skills and Employment Board / Joint Economic Commission for the North West paper - Skills Needed for the Upturn comments: <i>'Whilst the region has a good record in retaining its graduates, graduate unemployment is expected to increase and there is a danger that the current downturn could lead to highly skilled graduates migrating away from the area in order to find career opportunities. There is a related issue of graduate under-employment which could be exacerbated over the next few years.'</i></p> <p>This programme aims to increase confidence, employability and provide access to graduate level work for locally educated graduates choosing to stay or those returning home to Merseyside, whilst also providing opportunities for employers to meet workforce development needs.</p> <p>Whilst considerable progress has been made working with employers to generate graduate level opportunities locally, there remains considerable work to be done to increase the company penetration rate in terms of the numbers offering graduate level jobs in the current economic climate.</p>	
<b>Service requirement</b> <p>The LSC is seeking to run a pilot programme to test out this model of delivery. A key aspect of the delivery model will be the generation, co-ordination and collaboration of training providers with employers and advice and guidance providers alongside local Higher Education Institutes (HEIs). This programme has the potential to offer employers and individuals the chance to access a wider range of employment and graduate recruitment opportunities, whilst improving the employment prospects of individuals.</p> <p>A key requirement of the programme will be regular on going evaluation; the views of employers, participants and HEIs should form part of the evaluation and will also form part of the final report.</p> <p>The successful applicant will work to identify and match up suitable unemployed graduate level candidates with employers looking to recruit. The successful applicant will work with employers/sectors to generate opportunities for graduates and will broker graduates into a JCP work trials, prior to prospective full time employment on either a short term project basis (13 or 26 week placement) for a particular piece of work or full time vacancy.</p> <p>This programme will not replace or provide monies for qualification delivery. The successful applicant as part of their consortium or from within their own organisation, will ensure progression to Train to Gain provision once learners are employed. Training offered need not lead to qualifications but where accreditation, including of units, is available this should be considered in order to provide individuals with transferable evidence of skills and knowledge for future progression, particularly to full qualifications through Train to Gain.</p> <b>PROGRAMME DESCRIPTION</b>	

### **Under employed and unemployed graduate and unemployed manager engagement**

Applicants will demonstrate their track record of working with unemployed people and Job Centre Plus, preferably applicants will have experience of assisting unemployed managers and/or unemployed higher level skilled individuals and experience of working with HEIs Career Departments, next step, and JCP advisors and capitalise upon existing links.

### **Individualised Training**

A package of training support prior to placement should typically be 100 hours over a period of between 8 and 12 weeks.

Training should have four aspects that include:

- bite sized opportunities to improve sales, marketing, entrepreneurship, IT and other skills employers' value;
- refresh people's skills, build confidence, self awareness and increase employability, building upon their academic achievements;
- focus upon job searching skills, job application (including CV writing), assessment centre and interview skills with mock interview preparation and practice;
- job / project placement related training opportunities that could relate to local 'future jobs fund' opportunities.

A key aspect of training will be peer support and networking and applicants should highlight how they will encourage these activities through group discussion. The training will need to be flexible and accommodate current benefit restrictions/rules (where relevant to the individual) incumbent upon the JCP clients (16-hour rule). The provider will also need to demonstrate what mechanisms they would employ to ensure that they would promote continued skills development should an individual find work part way through their training.

### **Appropriate manager / graduate level work based experience**

One key aspect to improving manager / graduate employability will be the brokering of learners into graduate / manager level positions to add value and up to date relevant experience to their curriculum vitae. The project will also provide a placement into either full time or short term (13 or 26 week placement) graduate / manager level employment with progression into sustainable employment.

### **Embedded IAG and Mentoring support**

The successful applicant will:

- have or be linked with a matrix accredited and established Information Advice and Guidance provider with experience of supporting graduates.
- be responsible for maintaining links with graduates employed through the programme, providing on-going mentoring for a period of 13 to 26 weeks.
- provide links to appropriate Train to Gain provision for graduates once employed in graduate level positions.

Applicants will also have referral processes for specialist advice regarding benefit allowances, debt counselling, emotional support, etc. The successful applicant will also be expected to provide exit interviews and customer tracking as a part of mentoring support.

### **Company Engagement**

Applicants will demonstrate their ability to meet the full time higher level skilled employment needs or higher level skilled project based work needs of employers and how these employers will be engaged. Applicants will source new graduate level employment opportunities in addition to

vacancies offered by Jobcentre Plus.

One of the primary mechanisms for employer engagement will be through intermediaries such as Job Centre Plus, Business Link, Banks, Professional Firms, Chambers of Commerce, Trades Unions and other potential channels to market.

### **Successful Applicant Responsibilities**

The successful applicant will be responsible for:

- the development of an evaluation framework as an integral part of the programme;
- engage with unemployed graduates;
- the design and delivery of a flexible training programme which will increase individual's confidence and self esteem, self awareness and employability.
- the design and delivery of training to improve job search, job application and interview skills with mock interview preparation;
- the design and delivery of bite sized training with skills aligned to employer needs such as sales, marketing, networking, IT.
- establish a network of employers with opportunities for graduate level jobs;
- maintain a range of graduate level employer recruitment opportunities which will be either full time vacancies or short term project (13 or 26 week) based placements;
- liaise with nextstep providers to ensure on-going advice and guidance for graduate learners through a career management and mentoring programme that is integrated within this offer to programme participants, which will assist the individual to understand their career development and progression, and which links into appropriate Information, Advice and Guidance working with next step provision;
- the provision of opportunities for the employer to have a work trial period with the individual to see how they fit into their company or organisation;
- the requirement that the successful applicant worked closely within the new local marketing strategy to employers, making use of the proposed new toolkit where appropriate, and identifying opportunities for employers to access further LSC funded provision (such as the holistic Train to Gain offer).
- The successful applicant will also be expected to reflect the Graduate Talent Pool initiative within their programme. This is a new graduate internship programme, part of a package of measures to support graduates to improve their employability skills and support business at the same time. Graduates already receiving Jobseekers Allowance for six months or more will be able to do an internship for up to 13 weeks alongside claiming an allowance and looking for work.

[http://graduatetalentpool.dius.gov.uk/cms/ShowPage/Home\\_page/plkppgba](http://graduatetalentpool.dius.gov.uk/cms/ShowPage/Home_page/plkppgba)

### **TENDER REQUIREMENTS**

Through this Invitation to Tender, the LSC is seeking a suitably qualified and experienced higher level skills training provider. The applicant will be a training provider with experience for either higher level skills delivery or graduate level employment support. Applicants are therefore required to prepare a tender which comprehensively covers the following areas:

- Technical ability to design and maintain an individualised development programme for higher level skilled individuals;
- Demonstration of flexibility of approach and be able to respond to unemployed graduates needs alongside employer needs within a rapidly changing employment/ learning and development agenda;
- Ability to demonstrate the ability to work across and engage with employers and HEIs across Merseyside and potentially beyond;

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- Understanding of LSC funded programmes on Merseyside and understand the benefits that each can bring to local businesses;
- Track record in designing bespoke training programmes for higher level skilled individuals;
- Track record of delivering and co-ordinating collaborative projects across employers, individuals and stakeholders including HEIs;
- Experience of engaging with employers and meeting the recruitment needs of employers alongside JCP. Applicants should consider how they may be able to utilise local DWP funded 'future jobs fund' opportunities for this client group;
- Experience of providing or referring to named matrix accredited partners for information advice and guidance.
- The capacity and capability to carefully monitor the agreed activities and work with partners so that the needs of both the employer and individual are met;
- Evaluation proposals for the programme.

### Target groups & priority

The main focus of this programme is unemployed graduates and unemployed people with managerial experience residing in the Merseyside Phasing-In Area.

### Geography / area of delivery

This programme will cover residents of the Merseyside Phasing-In Area of Knowsely, Liverpool, Sefton, St Helens and Wirral.

### Outputs

The minimum outputs required are:

Output	Total for programme
Employers recruited	240 to 360
Unemployed graduates and managers to participate in training	480
Unemployed graduates and managers to complete CPD Plan	480
100 hours of direct delivery training per beneficiary	100hrs x 480 = 48,000hrs of training

### Results

The minimum results required are:

Result	Total for programme
Unemployed graduates and managers complete and placed with employers on a temporary basis	360
Unemployed graduates and managers who gain employment as a direct result of placement	180
Unemployed graduates and managers who gain employment elsewhere within other organisations	50

The employment outcomes quoted above are sustained job outcome after 26 weeks of

employment; providers will be expected to track beneficiaries for up to 26 weeks.

### Other outcomes

This programme should generate the following:

- Increased graduate level skills retention on Merseyside;
- Retention of managerial skills on Merseyside;
- Progression to further learning;

The following outcomes are required:

- 100 company commitments to Skills Pledge;
- Production of 10 new good news case studies;

Successful providers are required to submit a Performance and Evaluation report to the LSC every six months during the contract period and a final evaluation report at the end of the contract.

### Funding available

A total of £1,056,000 is available for this programme.

### Start and end dates

The project should commence on 1 December 2009 and be completed by 31 December 2011. Projects must not recruit individuals if there is insufficient time available to allow them to achieve the outcomes of the project. The LSC reserves the right to extend the end date of individual contracts where necessary.

### Contracting details

LSC Greater Merseyside would expect no more than 1 contract to deliver this programme.

The table below is provided as an example of how a contract award for the full allocation of funding and associated deliverables would look. **Providers should use these deliverables when profiling their delivery in Part B of the Application Form.** These deliverables will be used to identify the contribution providers are making to the delivery of the outputs and results required for this Tender Specification. As indicated in the table each key deliverable will be assigned a unit cost and the LSC will pay against this profile of activity. Successful applicants will be required to submit regular learner and performance related information to the LSC and the LSC will normally reconcile contracts on a quarterly basis, which will affect future profile payments, or seek to recover funds where necessary.

Deliverable ID	Deliverable Name	Unit Cost	Volume	Payment
C3	Employers Engaged	£0	240-360	£0
S2	Unemployed graduates and managers to complete CPD Plan (Participant Assessment, Planning and Support)	£200	480	£96,000

S4	Unemployed graduates and managers to participate in training	£900	480	£432,000
G1	Participants placed with employers on a temporary basis	£1,200	360	£432,000
P3	Participants gain employment as a direct result of placement	£400	180	£72,000
P6	Participants gain employment elsewhere within other organisations	£400	60	£24,000
M4	Project evaluation including case studies (evaluation to be submitted February and August and Case studies May and November) Format will be agreed by LSC.	£0		£0
<b>Total</b>				<b>£1,056,000</b>

Providers' responses to the tender should indicate the maximum amount of funding expected to be drawn down between 1 December 2009 and 31 December 2011. Initial contracts may be small in size, but will have the potential to be increased subject to performance and budget availability. Contract increases will be both financial and for a proportionate level of volumes. Providers are asked to identify any issues regarding the scaling back of provision.

Due to the changing economic and political landscape it may be necessary for the LSC to amend contracts during their lifetime to re-focus this offer to particular target groups, employment sectors, skills needs and geographical hotspots. In such circumstances successful contractors will be expected to adapt their offer accordingly.

The Learning and Skills Council may also choose to invite projects to be retained on a reserve list to enable them to be funded at a later point.

#### Subcontracting

If the Contractor wishes to work with a sub-contractor that is not named in the original bid and the value of the sub-contracting arrangement exceeds £10,000, the activity must be competitively tendered for. Where only one provider is available then permission must be sought from the LSC before the sub-contract is agreed. Where the value is £10,000 or below, then, providing they can demonstrate value for money, the Contractor can source specialist providers directly to sub-contract with, without the need for tendering.