



## TILS Business Development Consultant Specification

**Organisation and programme name:** Your Own Place CIC - Tenancy & Independent Living Skills (TILS) Development

**Contact name and role:** Rebecca White - CEO

**Project contact email address:** rebecca@yourownplace.org.uk

**Project contact phone number:** 07530 028446

### Summary

**Proposed outcome:**

**A fully sustainable service across Norfolk & progress into Suffolk**

**Delivery type(s):** One-year consultancy working from home in Norfolk or Suffolk. Monthly meetings (probably in Norwich).

**Methodology(s):** To spend time to understand the programme, understand its impact, create the communication channels for its impact, develop our customer segmentation, routes to market and key messages in order to build relationships to secure sustainable traded income

**Start date:** 01/01/2018 \_\_\_\_\_

**End date:** 31/12/2018 \_\_\_\_\_

**Maximum Budget (incl. VAT and travel):** £30,000 \_\_\_\_\_



## 1. Programme description

Your Own Place is a social enterprise committed to finding new solutions to prevent youth homelessness. One of our three core models of work is a Tenancy & Independent Living Skills (TILS) programme to support young people aged 16-25 moving to independence to develop the money skills, confidence and tenancy skills in a fun and empowering environment (including in The Training Flat in Norwich) to maintain their tenancy.

Your Own Place has been delivering TILS for four years. Currently this mostly happens from The Training Flat in Norwich. It also goes on the road all over Norfolk. We are at the start of securing a Training Flat in Suffolk and want to expand into Suffolk in 2018 as well as consolidate in Norfolk.

It is currently commissioned by a number of customers, mostly from social care, but with new customers emerging across other providers and sectors. These are mostly related to services with a vested interest in preparing young people for adult life and/or preventing homelessness. There is a wider social cost saving (and benefit!) to this.

We measure outcomes and know about the skills and confidence that are improved across our delivery. We are working on ways of correlating this to successful tenancy sustainment and our wider impact.

There are lots of amazing softer outcomes too that we are beginning to understand.

### **How the programme works**

Our signature course lasts three days, but can come in any shape or size depending on the customer.

We have recently been asked to work with vulnerable adults as first time social housing tenants. We also deliver our content on a 1-2-1 basis for young people unable to attend a group course for a variety of reasons.

The courses are not like college or even traditional youth work. They are high energy, colourful,



# your own place

creative, fun, empowering, experiential and asset-based. It is through this methodology that we are able to work with a range of young people, have 99% retention and great outcomes.

You can view a quick film [here](#) to give a flavour of the our provision. Here is our latest [impact report](#).

**Young people (tenancy trainees)** are usually aged 16-25 and are making the transition to adult life and independence earlier than the average (at approximately 18 instead of 28) and lack traditional support networks. They are usually experiencing additional disadvantages. The majority of our young people have experienced the care system, homelessness and/or are unemployed. Some are young parents, asylum seekers or in low-paid unskilled temporary work or apprenticeships. They are generally highly anxious and have not always had great experiences in the classroom. They are our equals in every way!

They will be **referred by partner agencies** working with 16-25 year olds in transition to independence. The criteria for who is suitable is defined in their referral paperwork i.e. leaving care, moving to their own place etc. Referral agencies include the local authority (Norfolk and Suffolk) Children's Services Departments, supported housing providers, voluntary sector agencies, housing associations and housing authorities. We are currently in conversation with a prison as well as an alternative education provider.

In the next phase of work we want to secure our traded income with this provision across children's services (and leaving care) departments, housing authorities, housing associations, private landlords, prisons, schools, academies, children's homes, youth offending institutes, independent fostering agencies, further education, private schools, higher education, supported accommodation providers and potentially private individuals (parents).

## **Our approach to roll-out in the next 12 months**

Over the consultancy period we are expected the following progress to take place:

- A coherent package of communication methodology and content targeted at different customer segments.
- Customers across all segments targeted through multiple marketing channels.
- Meeting with customers across all segments.
- Commissions from all customer segments.

# your own place

As a social enterprise our values and integrity as well as quality and unprejudiced approach are everything. This will sit across every workstream and every communication we have with others. We will never say we will do something if it does not fit within our skill-set, expertise and mission.

## 2. Theory of Change

We are working on a new Theory of Change. For now, our core offer is outlined below.

	TILS	Employment	Mentoring
<b>Context</b>	16-25 year olds lacking tenancy & independent living skills	16-25 year olds with barriers looking for work	16-25 year olds lacking support in their first tenancy
<b>Inputs</b>	Tenancy trainers, resources, venues & referrals	Employment Co-ordinator, employers, opportunities & referrals	Mentoring staff, volunteers & referrals
<b>Activities</b>	Tenancy & Independent Living Skills (TILS) Training courses	1-2-1 support, coaching, planning & work taster	Recruitment, training, matching & supporting of relationships
<b>Outputs</b>	Number of Tenancy & Independent Living Skills Training courses	Number of 1-2-1 sessions, number of opportunities & signposting	Numbers of volunteers, numbers matched & numbers completing
<b>Intermediate outcomes</b>	Improved tenancy & money skills & confidence	Improved employment skills, confidence & experience	Improved confidence & skills in holding a tenancy
<b>Final</b>	Sustained tenancies	Employment, sustained tenancies	Sustained tenancies



# your own place

### 3. Key Outcomes from our delivery

The scope of this work will focus mainly, but not exclusively, on the group-work commissions. We also undertake qualitative evaluations about what they enjoy and what they learnt.

Below are the outcomes we achieve. We are increasingly aware of unintended positive outcomes including the building of social skills and reduction in anxiety around interactions with their peers, moving to independence and group work in general.

#### Outcomes

Improved knowledge of the skills needed to keep their tenancy

Improved confidence about living on their own

Increased knowledge of their housing options

Improved understanding of how to be a good tenant

Improved understanding of debt and how to avoid it

Improved skills in managing their money

Increased knowledge of what bills they have to pay

### 4. Consultancy Brief

We are seeking to appoint a Business Development Manager on a one-year consultancy basis.

We have completed good work on recording our outcomes, universally reporting and sharing our outcomes, started work on wider impact measurement and evaluation. We have also started many relationships with new customers and are on the verge of making sales with other new customers. We require this to be the focus of this position and to drive this work forward in a coherent, values-based and sustainable (after the position has ended) manner.

Over the course of the year, this role will:

# your own place

- **Establish firm relationships across all key potential customers in Norfolk and Suffolk:** The Business Development Manager will follow up where relationships have already started and identify the correct decision makers across all customers. They will through multiple forms of communication, including face to face meetings, set up opportunities to put our offer to the right people with a view to winning work. They will win commissions, contracts and sales
- **Have clear marketing goals and strategies:** For each of the customers, our offer will be coherent, appropriate and clear with a strategy for ongoing communication and routes forward.
- **Have secured sufficient income to make The Training Flat in Norfolk and Suffolk sustainable:** Together we will set a target of sales to be made across our customer base to ensure sustainability.
- **Be open and honest about our offer and contribute to a plan to develop the offer going forward for sustainability** There is no doubt that the consultant will be privy to valuable information and insights. As such we expect this to be shared and help form our Business Plan and Marketing Strategy.
- **Write a final report:** Based on their work over the year we expect a short report that YOP can use to take the business forward.
- **Work in confidence:** This information and post will be commercially sensitive and we expect it to be developed and shared for the benefit of YOP only.
- **Following the contract:** At the end of the contract we will have a clear record of sales and future partnerships and approaches to progress.

We are open to discussing with the consultant about their best methods, and are looking for consultants who offer creative or innovative approaches to reach sustainability for Your Own Place.

## 5. Timelines

We would like the role to start in January 2018 and end in December 2018.

**Potential timeline for work** - a suggested timeline is as follows:

- W/c 13th Nov - Send out tender

# your own place

- W/c 4th December - Consultants submit proposals & YOP shortlist.
- 15th December - Consultant interviews.
- W/c 18th December - Consultant appointed.
- W/c 1st January - Meet YOP to determine approach and start plan.
- Jan - Mar - shadow YOP to understand what we do and how - what makes us special? What's our USP? What are the market segments? Develop CRM.
- Jan - Mar - start to research, identify and make contact with key people.
- Jan - Mar - Devise clear plan for work and sign off with CEO. Agree targets.
- April - Provide schedule of all appointments and meetings to be held with targets per quarter.
- June - Ongoing as above and provide one page report update.
- September - Ongoing as above and provide one page report update.
- December - Final report including handover of any tools and processes.

## 6. Practicalities

**Understanding what we do:** During the first three months we will (following a successful DBS check) expect you to spend time getting to know YOP as much as possible. This will give a flavour of what we do. You will shadow us as well as dive into our files and outcomes.

**Capturing outcomes and the story:** You will have access to our outcomes database as well as existing CRM database, current situation, Board of Directors and shared Google Drive.

**Travel:** We would expect consultants to be able to travel to meetings and networking events across Norfolk and Suffolk. The costs of travel should be included within the proposal.

DBS and interview will be required. We comply with the Rehabilitation of Offenders Act.



# your own place

## 7. Criteria for Judging Consultant Proposals

We will evaluate proposals based on the following criteria:

### Essential:

- No more than three sides of A4 in submission.
- Knowledge of the sales within the third (preferably social enterprise) sector - as many of the customers outlined above as possible.
- Experience and knowledge of the customer base.
- Existing relationships with or routes to potential customers.
- A fantastic, positive and upbeat communicator who shares our values and excitement for the project.
- Someone who brings innovative ideas and is solution focussed.
- Someone with an eye for an opportunity, marketing and branding opportunities.
- Someone who keeps good records and can work independently, but communicate effectively.
- Costs of running the project should be well specified, realistic and represent good value for money.
- You will be the outward face of Your Own Place for one year and champion what we do.

### Desirable:

- Strong understanding of the public sector and current socio-economic and political landscape including the impact of cuts to many of our customers.
- Understanding of young people and the barriers they face to achieving their aspirations.