

## Invitation to Tender

# Information pack Big Local reps

March 2012



## Welcome to the information pack for Big Local reps

Please note — this is an invitation to tender. Renaisi is recruiting and managing Big Local reps on behalf of Local Trust. Reps will be contracted to Renaisi on a national framework contract.

Renaisi is looking to develop a national pool of experienced and committed individuals who can guide and coach 150 communities across England to make their areas even better places to live.

These areas have been awarded £1m as part of the Big Lottery Fund initiative, called Big Local, which gives people locally a key role in deciding how to improve their areas and create lasting change. Each area receives at least £1m to spend over 10 years – along with support, training and networking opportunities. We now need a pool of reps to help us provide this support.

As a rep you will need experience and skills in working with local communities and you should be motivated by helping residents to take the lead and to drive change in their area.

This pack is designed to give you detailed information about the role of the Big Local rep, as well as background information on the Big Local programme, and Local Trust, the organisation that has been set up to deliver it.

The pack sets out the detail of the work involved, contract conditions and information on how to apply.

If any of the information is unclear, or you have any queries, then please contact Donna Lightbown on [recruitment@renaisi.com](mailto:recruitment@renaisi.com) or telephone 020 7033 2614.

You can find further information on Renaisi's website, [www.renaisi.com/index.php/big-local-reps](http://www.renaisi.com/index.php/big-local-reps) and also on the Local Trust website at [www.localtrust.org.uk](http://www.localtrust.org.uk).

We believe that this role offers a very exciting and rewarding opportunity for the right person. If you have the necessary skills and experience and are passionate about helping communities, then we definitely want to hear from you.

Kirby Swales  
Director  
Renaisi

Debbie Ladds  
Chief executive  
Local Trust





## About Big Local

Big Local is a long term community based programme that will achieve lasting change in 150 areas in England. Funded through an expendable endowment from the Big Lottery Fund, it will provide a mixture of funding, finance and support. This will enable people who live and work in the area to build on local talents and aspirations, and to identify and act on their own needs to make their areas even better places to live, now and in the future.

Big Local is resident driven. Local Trust will support, challenge, train and encourage people to develop and take ownership of Big Local in their local areas. Most of the support will be delivered through the Big Local rep who works part time in local areas but support is also provided centrally by Local Trust staff. There will be a unique programme of activity in each area based on local needs but sharing the Big Local outcomes.

Big Local aims to achieve the following outcomes:

- communities will be better able to identify local needs and take action in response to them
- people will have increased skills and confidence so that they can continue to identify and respond to local needs in the future
- the community will make a difference to the needs it prioritises
- people will feel that their area is a better place to live.

The communities selected to receive the £1m Lottery funding through Big Local have a history of difficulty in getting support and funding – from the Lottery and elsewhere – and may have a range of issues, for example, the decline of local industry, high unemployment or a pressing need for new support services or activities.

Working with local groups, charities, the public sector and local businesses, residents in each of the selected communities are supported to come together to decide what can be done to make their areas better places to live and devise a plan to spend at least £1m over the next 10 years.

Rather than using the money to simply allocate grants for initiatives, the Big Local funding model encourages residents to use different, more sustainable ways of financing; for example giving loans or funding social enterprises, where money could be reinvested in the community.





Local Trust's first and major responsibility will be to deliver Big Local. However, Local Trust's objects allow it to run other programmes in the future. Where that happens, community development will be at the heart of the approach to delivery.

Local Trust is currently based near the Angel, Islington, in London.

## About Local Trust

In July 2011, the Big Lottery Fund (BIG) appointed the Community Development Foundation (CDF) to establish the new organisation (Local Trust) to administer and deliver Big Local.

CDF and its partners (Capacity Global, CCLA, the Institute for Voluntary Action Research (IVAR), the National Association of Neighbourhood Management (NANM), Renaisi, and UnLtd – the Foundation for Social Entrepreneurs) have set up Local Trust and have delivered the first step of the programme.

The new organisation, Local Trust, is now a legal entity and is able to take independent decisions to implement the business plan.

Local Trust's mission is to enable people to make their communities better places to live. It does this by helping them develop and use their skills and confidence to identify what matters most to them, and to take action to change things for the better, now and in the future.





Big Local reps support local areas through the various steps of the Big Local pathway.

Please refer to page 7 of this pack to find out more about the type of support provided by reps to local areas.

## Big Local areas

By the end of 2012 there will be 150 Big Local areas. They are being announced by BIG in 'waves' as follows:

- the first 50 areas were announced July 2010
- the second 50 areas were announced Feb 2012; and
- the third 50 areas will be announced by end of 2012.

For a full list of the 100 areas, please visit the Local Trust website at:

<http://www.localtrust.org.uk/big-local/areas/>.

The first 100 areas have already started rolling out Big Local within their communities. They are currently being supported by a group of interim reps drawn from staff and associates across the founding partner organisations.

To help ensure that Big Local is a success, each area is asked to follow a set of clear steps to guide communities on their journey. This is called the **Big Local pathway**.

Big Local reps will need to support communities through the various steps of the pathway. These steps are briefly described in the next section, and more information can be found on the Local Trust website.





## Big Local pathway

### Step 1: Getting people involved

The first step is to spread the word about Big Local and make sure local residents know how they can get involved. This is a crucial step in the pathway and one areas need to spend some time on to get right. Getting people involved is also an ongoing activity throughout Big Local.

### Step 2: Exploring your Big Local vision

This is about communities thinking through how their area might change for the better. Not everyone's vision will be the same and the idea is not to arrive at a shared vision at this step but for communities to create a profile of their area (what the area is like now) and, importantly, to engage a wide range of people and groups about their hopes and visions for the future.

### Step 3: Forming your Big Local partnership

Once visions have been collected, the next step is to create a Big Local partnership to guide the overall direction of Big Local in each area and make sure a diverse range of residents and local organisations are actively involved. The majority of members will be residents, but the partnership will probably include people from local organisations involved with the area as well.

### Step 4: Creating a Big Local plan

The next thing that areas need to do is move from a range of visions to a shared long-term vision and plan for their area. The plan needs to build on what is already good about the area, provide community-wide benefit, respond to local needs, and explain how it will meet Big Local's four outcomes (as above). The plan will propose how best to use at least £1m funding over the 10 years and more.

### Step 5: Delivering your Big Local plan

Delivering the Big Local plan will involve a range of activities, such as creating a small grants programme for the area, using 'social investment' loans, and paying for specialist services. If local people don't understand what some of these things are, reps are there to support them, and there are explanations and guides on the Local Trust website.

Big Local partnerships also decide whether there are suitable local trusted organisations who can administer the different types of funding, or whether they wish Local Trust to help.

### Step 6: Collecting the evidence

Local Trust wants to ensure that the Big Local areas are able to learn from and adapt their activities as they go along. Assessing the impact of each area's activities involves looking at how Big Local activities have changed things in the area, and reporting progress.

### Step 7: Reviewing the Big Local plan and partnership

The Big Local partnership and Big Local plan will be reviewed annually. This will ensure open, critical reflection on how each area's Big Local partnership is working to achieve the outcomes set out in their plan. The review will check whether plans remain relevant and continue to address each area's priorities and meet the Big Local outcomes.







## Role of the Big Local rep

The role of the Big Local rep is extremely important to the success of Big Local. The rep is somebody that supports local areas to understand Big Local; helping areas to create their shared vision, develop their Big Local partnership and develop and implement their plan for their area. The rep acts as a mentor, critical friend and expert advisor to their area on its journey. The role is a 'light touch' facilitation role only, as reps must continuously look for opportunities for residents to take the lead in driving change in their area. The support provided by the rep will mainly involve visits, face-to-face meetings, and email and telephone support. The rep's primary role includes:

### 1. Ongoing relationship building with local areas

Reps need to build supportive and positive relationships with areas and ensure appropriate messaging, information and expectations are continually being set for Big Local. An important outcome is for as many residents and organisations as possible to be aware of Big Local and how to get involved.

### 2. Ensuring the ethos of Big Local is being met.

Reps need to work closely with areas to ensure that Big Local is community owned and managed, inclusive, representative of the local area, asset-based and long-term. This is not a typical grants programme and the rep has a key role in ensuring that local areas understand and are supported to maximise the opportunity for sustainable change.

### 3. Supporting local areas through the Big Local pathway.

Reps need to provide clear advice and guidance to support local areas through the Big Local pathway, introduced earlier. This includes helping local areas to engage a wide range of people and groups about their hopes and visions for the future, and turning this into a shared a long-term vision; supporting with the development of a resident led partnership that makes decisions on behalf of the area; and helping local areas to prepare a Big Local plan which sets out how their vision will be achieved.

### 4. Sharing learning with Local Trust to inform the development of Big Local.

It will be critical to learn from reps' experiences in local areas and to ensure we use this learning to improve how we work and how we support local areas in the future. Reps are expected therefore to contribute to learning and networking opportunities – with each other, with local areas and Local Trust. This includes, amongst other things, completing monthly reports, attending events, participating in online discussion forums and tele-conferences.





## Responsibilities of the Big Local rep

Big Local reps effectively act as an intermediary between Local Trust and Big Local areas. They must meet a number of responsibilities to each.

### Reps' responsibilities to Big Local areas

- Explain Big Local and the Big Local pathway to residents and local organisations.
- Provide advice and support on getting people involved and exploring Big Local visions including providing ideas for engagement methods which reach out to all people within Big Local areas.
- Provide advice and support on the development and creation of the Big Local partnership – a resident led partnership to lead Big Local and make decisions on behalf of the area.
- Provide advice and support on the preparation of the Big Local plan and its implementation including development of short-term action plans to achieve long-term outcomes.
- Provide advice and support on the selection of a local trusted organisation(s) to administer funds for Big Local on behalf of Local Trust.
- Help to broker relationships with other agencies in the area and unblock any barriers to delivery.
- Advice and support on collecting evidence about area activities, self evaluation and monitoring, as well as reviewing Big Local plans and partnerships.

### Reps' responsibilities to Local Trust:

- Provide the relevant support, advice and guidance to people in Big Local areas and to the Big Local partnership, on behalf of Local Trust.
- Channel requests, feedback and intelligence from the areas about the operation of Big Local back to Local Trust.
- Identify gaps and draw in specialist expertise and capacity into areas, as necessary, to progress the long-term vision.
- Report malpractice affecting the operation of the partnership, local funding and anything else affecting the integrity of Big Local.
- Support Big Local's strategic learning by sharing and best practice with Local Trust and partners.







## Our requirements

Big Local reps will be required to demonstrate a range of skills and knowledge, built up from their experience of working in communities.

You will need to meet the following criteria.

---

### Criteria

---

#### Knowledge and experience

Experience of bringing together residents and others to set up, develop and maintain effective local partnerships, networks, organisations and local leadership

---

Understanding and experience of helping groups and networks of people to take joint action for the public good on matters that concern them, and enabling individuals to influence the decisions that affect their lives

---

Proven experience of supporting residents to develop creative and coherent activities that respond to local needs and aspirations – including encouraging reflection, critical thinking and suggesting new ways of working

---

Extensive experience of working to support residents in understanding the project management cycle including:

- assessing whether proposed activities are worthwhile (looking at cost, and positive and negative impacts)
  - preparing the project plan and drawing up the budget (income and expenditure)
  - determining the project's effectiveness and success in achieving its goals
  - preparing options to continue activities once the original project has finished.
- 

Evidence of tackling discrimination, valuing the differences between individuals, and making sure that people are treated fairly and given equal access to opportunities and resources within the community.

---





---

## Criteria

---

A strong understanding of relevant local, regional and national policy directions, context and networks, including one or more of the following: voluntary and community sector, community development, regeneration and renewal, planning and local government.

---

### Skills and abilities

Well-developed facilitation skills that support, encourage and enable commitment and leadership from others.

---

Outstanding speaking and writing skills, with the ability to influence outcomes effectively through coaching, supporting and constructively challenging others.

---

Ability to support and challenge local areas to consider the key issues within the local social, economic, environmental and political context.

---

Able to apply creative and lateral thinking to complex problems in a community context to assist residents in problem solving.

---

Commitment to improving equality of opportunity and supporting under-represented groups within the community to be involved in Big Local in their area.

---





- reps taking significant personal accountability for their work and acting professionally and to a high standard at all times
- making use of technology where possible to help us work more efficiently and effectively.

## Our requirements

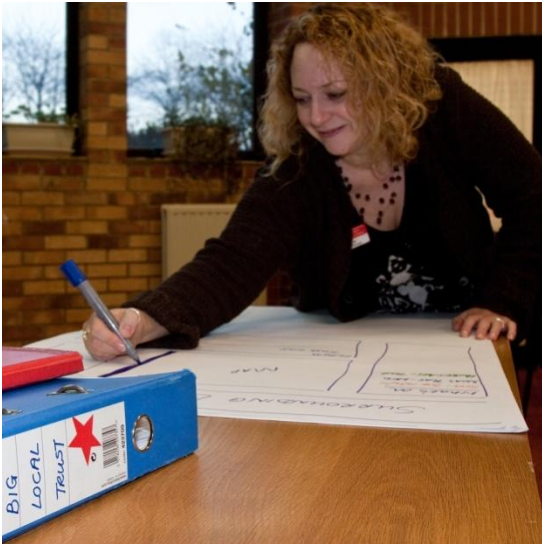
Having the right experience, skills and knowledge as defined in the requirements is important; but so too is how you go about your work. We need reps that are full of energy, determined and genuinely motivated by helping communities to make their areas even better places to live. They will need the commitment and flexibility to work around the needs of residents (including evening and weekend working).

We expect reps to be exemplary in their behaviour, acting as a positive ambassador for Local Trust at all times and working in ways that reinforce Local Trust's aspirations and values.

This includes:

- reps working together, as one team, sharing information, learning and knowledge about what works in helping local communities improve their areas





## Contracts

Reps will be contracted to Renaisi – a social enterprise specialising in community-led regeneration. Renaisi is being sub-contracted by Local Trust to lead the recruitment, selection and management of the Big Local reps.

Big Local reps can be employed or self employed. You will be contracted to Renaisi throughout your assignments with local areas. Either you (if self-employed) or your employer (if you are employed) will be responsible for all your tax liabilities and National Insurance or similar contributions.

### Fee

The Big Local rep contract is a fixed fee contract. Whilst we do not pay day rates, the fee level has been broadly developed based on the total number of days that we envisage reps will be required to support areas through the Big Local pathway.

The following is a general guide based on our experience of delivery in the first 50 areas.

Big Local pathway steps	Number of days of rep support provided
Steps 1-3	Approximately 15-25 days of support
Step 4	Approximately 5-15 days of support
Step 5 onwards	Approximately 5-15 days of support per year

Flexibility in terms of timing and workload will be paramount and this may be adjusted depending on the area's needs in agreement with Renaisi and Local Trust.

**For the current 100 Big Local areas** reps will be required to provide support from **step 5 of the Big Local pathway onwards** as the interim reps are providing initial support to these areas.

The contract fee for providing support from **step 5 onwards** is **£3,500 per area** per year excluding VAT, travel, subsistence and outreach expenses. Reps are able to work in up to three areas at a time and therefore the total contract fee could be up **to £10,500** per year. These fees are valid for the first three years of support only.

**For the final 50 Big Local areas**, expected to be announced by the Big Lottery Fund in autumn 2012, reps may be required to provide support from day 1 – that is **through all steps** of the Big Local pathway.

We are unable to specify a total fixed fee for providing support through all steps of the pathway, as there are too many variables that we need to consider, including the pace that communities want to work at and the time it takes them to work through each step.





## Contracts

### The Big Local rep pool

We want to recruit a national pool of Big Local reps to support the 150 areas. However, we expect to recruit reps to work predominantly in the regions where they live. A list of the first 100 Big Local areas and the regions they are based is available on the Big Local areas page of the Local Trust website at [www.localtrust.org.uk](http://www.localtrust.org.uk).

If candidates are successful, their profiles will be added to the Big Local rep pool, which will be available on the Local Trust website. Big Local areas will then be able to select the rep from their region that they wish to work with over the long term.

Please note **there is no absolute guarantee of work** for the rep following initial selection onto the pool. Reps need to be selected by the area in order to qualify for work. Equally reps are not eligible for work outside of their region unless there are exceptional circumstances and unless this has been agreed with Renaisi and Local Trust in advance.

### Payment

A detailed contract assignment will be agreed with reps, to deliver against agreed milestones. Payments will be made in arrears upon receipt of invoices, which will require a breakdown of work completed in each area. Payments will be made by BACS so account details will be required. A detailed travel and expenses policy will apply.

### Contractual arrangements

Successful applicants will be required to send an acceptance letter, and sign a contract. The contract will include:

- roles and responsibilities
- period of agreement/assignment tasks
- confidentiality

- tax and national insurance status
- termination and notices
- code of conduct
- payment and recovery systems
- insurance and indemnity
- intellectual property rights

All reps will be required to evidence professional (organisational) indemnity insurance with a reputable company for a minimum sum insured of £1m before they begin working in Big Local areas. Once in post, Renaisi on behalf of Local Trust will provide a comprehensive programme of management and support to reps. Management will include quality assurance and independent verification procedures.





## How to apply

It is extremely important that we get the right people to support and work with Big Local areas and so the recruitment process for the Big Local rep will involve three key elements:

- (i) a written application
- (ii) a telephone interview and
- (iii) attendance at a regional assessment centre.

This will give us the opportunity to review your previous experience and work but also for us to meet you and get to know you a bit better.

### The assessment centres

An important part of the selection process will be the regional assessment centres. We have invited a number of Big Local residents to take part in these centres, so

communicate and interact with people that they will be supporting.

### Summary of assessment centre exercise

Two weeks in advance of the assessment centre, we will circulate an exercise to shortlisted candidates.

You will be asked to assume the role of a Big Local rep going into your area for the first time (as if at step 5 of the Big Local pathway). Your role at the assessment centre will be to introduce yourself to the Big Local partnership and work with the members present to question and challenge them on the content of exercise.

The selection panel will include Local Trust staff, directors and/or staff from Renaisi and a number of residents. Two references will be taken up for each applicant and if necessary, a desk-top review might be undertaken or previous projects/experience required.

### Summary of assessment centre exercise

If you are interested in applying, you should read this pack carefully in the first instance. If you have any queries then please contact Donna Lightbown on 020 7033 2614 or email [recruitment@renaisi.com](mailto:recruitment@renaisi.com)

If you decide to apply, then please send the following:

- your latest CV or employment record
- a completed proposal - using the template provided
- a completed diversity monitoring form.

Please send this by email to: [recruitment@renaisi.com](mailto:recruitment@renaisi.com)

**All applications MUST be received by 12 noon on Monday 16 April 2012.** Any

applications received after this time will not be accepted. An initial long list will be selected and all candidates on this list will be invited for an initial telephone interview between 07 May 2012 and 18 May 2012.

From this, a final shortlist will be developed and candidates on this list will be invited to an assessment day in June. We will upload details of these dates to our website very shortly at <http://www.renaisi.com/index.php/big-local-reps/>

Disabled candidates should contact Donna Lightbown if there are any reasonable adjustments that need to be made to the recruitment process to accommodate your disability.

