



**SYNC IS THE SPECIALIST**  
**VOLUNTARY SECTOR YOUTH**  
**CONSORTIUM**  
**FOR HAMMERSMITH & FULHAM**

Consortium Membership Prospectus

## Overview

The purpose of this document is to give an overview of Young H&F's approach to consortium development and to outline the terms of membership.

It will

- Indicate the **vision, mission** and **values** of the consortium
- Briefly outline the **context** of the consortium's development (the 'Operating Environment')
- Outline the **benefits** of consortium membership
- Make clear the **process of application** for membership, along with the expectations of members
- Outline a **funding** strategy
- Describe what the consortium will **look like** (the 'Consortium Model') and **how it will function** (the 'Operating Structure')

This prospectus is written after initial consultation with potential members of the proposed consortium in February 2019, and therefore considers their contributions and preferences. It is hoped that the prospectus is reflective of those preliminary discussions. Please direct any queries or feedback to Becky Brookman, SYNC Consortium Manager on [becky@yhff.org.uk](mailto:becky@yhff.org.uk).

### How can my organisation apply for membership?

Those wishing to apply for membership of the consortium should complete the application form (available at <https://www.surveymonkey.co.uk/r/syncconsortium> ).

## Introduction & Context

**SYNC is the specialist voluntary sector youth consortium for Hammersmith and Fulham.**

**Our vision is for a happier, healthier and safer Hammersmith & Fulham. Young H&F brings together youth organisations, businesses, local government, schools, funders and the wider community to create opportunities for young people.**

The goal of the consortium is to safeguard and grow high quality local youth sector provision across the borough, through working with commissioners to co-design services, creating a single point of contracting, and by bidding and tendering competitively for public service contracts and large-scale grants via a range of channels.

The consortium is expressly designed to overcome the barriers that small local providers typically face in trying to access large scale contracts and grants, such as lack of scale and capacity, not being able to meet the required pre-qualification thresholds, and not finding out about the contracting/funding opportunities in the first place etc.

Critically, what will guide and govern the consortium's work throughout will be an unswerving commitment to the needs of the children and young people who are the end-users of the services and initiatives provided through the borough-wide network of members. All decisions about consortium strategy, financial objectives, joint working etc will be taken from the standpoint of ensuring that local children and young people's needs are effectively met.

Through SYNC, Young H&F brings together youth organisations, businesses, local government, schools, funders and the wider community to create opportunities for young people.

## Our membership

Our diverse membership is drawn from Young H&F's networks and includes international football clubs, award winning cultural institutions, national health and social care charities, and grassroots community groups born and bred here in the borough. SYNC members offer funders an unmatched track record in hands-on delivery with children, young people and families. We provide a range of universal and specialist provision which reaches parts of the borough others cannot – building on relationships developed over decades within some of the most at risk groups in the area.

Local organisations know their communities better than anyone. SYNC's members are embedded in the fabric of Hammersmith and Fulham. The services they provide are where children and young people learn new skills, find help in an emergency, grow their passions, and make new friends. Working with SYNC gives funders and commissioners access to our entire consortium's experience and expertise. Our approach is bottom-up, collaborative and focused on meeting the needs of young people. We help develop the local supply chain, support pre-tender development activity and provide bespoke service design for direct commissioning opportunities.

Our focus is impact, not profit. We reinvest any surplus in building the capacity of the sector and testing new approaches to delivery.

### *A note on language:*

The word 'members' or 'membership' is used throughout to refer to those who formally apply and are accepted to join the consortium. Formal membership of the consortium is supported by a set of principles and governance agreements which sit independently of the Young Hammersmith and Fulham Foundation.

Membership of the consortium is entirely separate to membership of the Young Hammersmith & Fulham Foundation, and will be treated as such.

## Vision, mission, values

The vision of the SYNC is to:

VISION

*Improve the quality of life of H&F's children, young people and families, and to strengthen the local community, by bringing together the diversity and expertise of locally rooted youth providers*

The mission of the consortium is to:

MISSION

*Win significant resources to sustain and grow locally-rooted, high quality youth sector provision in response to identified needs.*

## Underpinning Values

The consortium will operate with a number of what might be described as 'practice values'. These will underpin the services that will be delivered through the consortium and member organisations will be expected to adhere to them.

They are summarised as:

- Working collaboratively
- Addressing social and economic inequalities
- Offering holistic, person-centred services
- Championing and promoting social justice
- Championing environmental sustainability
- Inter-linking locally-based services/interventions and wider community regeneration practice

## Overview of the Operating Environment

A key driver for the establishment of the consortium is the current economic climate, with consortium formation being designed to strengthen the resilience of the youth sector in the face of significant cuts in public sector spending and the growing threat of competition from large scale, external providers.

The consortium will be led by Young H&F, drawing on its internal tendering/bidding and contract management capacity. The Unique Selling Proposition of Young H&F is that it has been core funded (by John Lyons Charity and City Bridge Trust) for the first 3 years of its operation, and so can focus its time, energy and resources on consortium development, to the benefit of the local sector.

Generally, the campaign of cuts in public sector finance presents both threats and opportunities for the youth sector. Youth providers need to be more competitive and efficient to be able to survive in the new, more challenging operating environment. However, the sector is potentially in a key position to benefit as and when more services, which previously were the exclusive domain of the public sector, are outsourced to non-state providers.

### Area of Operation

The area of operation for the consortium is the London Borough of Hammersmith & Fulham. The consortium may include groups or organisations who support young people who live, learn, work & play in the borough.

## Benefits of membership

A key strategic role of Young H&F is to coordinate the youth sector in Hammersmith & Fulham, so that it might be better equipped to respond to young people's needs. Development of a providers' consortium is a core strand of that work and will, ultimately, strengthen and sustain the opportunities available to children and young people for years to come.

As a member of this consortium, Young H&F that anticipate the main benefits are:

- Overcoming the barriers which smaller providers can face in accessing larger pots of funding.
- Increased revenue.
- A potential to reduce overhead costs for small providers, so that they can focus on delivery.
- Protection of the unique selling points, local identity and knowledge that smaller, grassroots providers offer.
- Driving up standards and continually improving quality.
- Increased capacity to leverage social investment.
- A collective voice for the consortium members.
- The potential for a greater joint impact for young people.
- Showing best practice and influencing other organisations

## Application process

To become a member of the consortium organisations will need to demonstrate that they can meet certain eligibility criteria.

A formal application process is needed to ensure that organisations are actively committed to the consortium vision and value base outlined earlier and can meet certain standards/thresholds.

Young H&F will oversee a membership verification process, which will result in a formal decision on whether or not to grant applicants membership, and, if so, under what membership category (full, associate, affiliate).

There will be 3 categories of membership available: full (organisations that are 'contract-ready'), associate (organisations that are not yet 'contract-ready' but have the capacity and intention to become so in the near future) and affiliate (organisations that are not yet 'contract-ready' and, moreover, lack the capacity and intention to become so in the future – essentially, it is envisaged that affiliates will be informally organised, micro providers).

### Universal Criteria

All prospective members should meet these criteria as a basic minimum:

1. Provision of services targeted at children and young people
2. Social Purpose
3. Locally focussed in H&F
4. Commitment to consortium working
5. Commitment to sharing expertise

All consortium members, full, associate or affiliate, will need to demonstrate that they meet all of these universal criteria and be a member of the SYNC.

If organisations cannot meet these criteria, they will not be granted membership of the consortium.

### Due Diligence Criteria

1. Financial health
2. Quality systems
3. Suitable organisational policies
4. Suitable management
5. Technical capacity

These due diligence criteria are similar to the typical criteria set out within Contracting Authorities' Pre-Qualification Questionnaires (PQQs).

All full members will additionally need to demonstrate that they meet due diligence criteria. Associate members will have gaps in some areas but will be supported by Young H&F to plug those gaps in order to transition to full membership. Affiliates will not need to meet the due diligence criteria in full, as they will not hold sub-contracts.

Young H&F can offer support in working towards these criteria, and prospective members are encouraged to be in touch to discuss their needs.

## Consortium Model and Operating Structure

The intention is that the consortium will be kick-started with Young H&F as a Managing Agent, with a view to transition to a Super Provider model within three years. This will enable the consortium to secure initial contracts and to establish effective working practice before moving into a more equitable model when there are strong foundations. Young H&F and the Consortium Manager will build in a review period to see how the group can effectively move into a super provider model.

The membership will elect a 'Consortium Advisory Board', which will steer the strategy and direction of the consortium. This will be governed by a 'Terms of Reference' which will be agreed by the group. The group should be representative of the wider SYNC membership as a whole.

The consortium will not initially be incorporated in its own right. Instead, YOUNG H&F will function as the lead body for legal purposes. This will enable the consortium to secure initial bids and funding and put it on a secure footing to be established as a separate legal entity.

## Categories of membership

There will be three categories of consortium membership:

**Full membership** – this will be for organisations that can demonstrate that they meet all of the membership eligibility criteria and that they are ‘contract-ready’ (effectively, this means that by meeting all of the eligibility criteria a full member ‘pre-qualifies’ to be considered for a sub-contract/service level agreement through the consortium, though whether a sub-contract/service level agreement is actually awarded will depend on a range of additional factors relating to the overarching contract framework)

**Associate membership** – this will be for organisations that are currently able to meet some but not all of the eligibility criteria, but which have the intent and potential to convert to full membership and hence ‘contract readiness’ in due course, with appropriate support and development

**Affiliate membership** – this will be for small micro providers that are not ‘contract-ready’, and moreover lack the will and capacity to ever become so, but which can add value through ‘supply chain extension’

All members (full, associate and affiliate) will play a full role in the strategic management of the consortium, including being eligible to stand for the Consortium Advisory Board.

Young H&F can support members who wish to progress their membership to different levels, where appropriate.

## SYNC Minimum Membership Criteria

	Full	Associate	Affiliate
<b>Essential Universal criteria</b>			
Providing a service to young people in H&F	X	X	X
Locally based	X	X	X
Commitment to working together	X	X	X
Commitment to sharing expertise	X	X	X
Due diligence	X	X	X
<b>Financial Health</b>			
Appropriate financial management systems to size of contracts	X Sound	X Good	X Stable
<b>Quality Systems</b>			
London Youth Quality Mark (or willingness to work towards in agreed timeframe)	X		
Willingness to work towards one of the following (e.g PQASSO, Investors in People, ISO 9001, Merlin)	X		
Meet commissioners standard quality assurance	X		
<b>Suitably robust organisational policies</b>			
Health & Safety Policy	X	X	X
Safeguarding Policy	X	X	X
Other additional policies (e.g. Equality and Diversity)	X		
<b>Suitable Management</b>			
Well-managed recruitment, staff support and development	X	X	X
Advanced due diligence	X		
<b>Technical Capacity</b>			
Ability to monitor and report performance	X	X	X
Regular reporting on finance	X		

## Expectations

Running alongside the range of benefits, there will be some expectations of member organisations in terms of their general contribution to the consortium. These are in addition to the specific roles and functions of member organisations.

### **These general expectations are as follows:**

- ✓ Interest in, support for, and promotion of the development and furtherance of the consortium as a whole and not merely the respective agendas or vested interests of certain member organisations. As previously outlined, members will need to be open, honest and transparent in their involvement in consortium affairs and consortium representatives will need to work for the good of the whole consortium.
- ✓ Inputting ideas into the further development of the consortium.
- ✓ Inputting ideas/information into, and providing support for, joint tenders and applications, including committing to the co-design of services, with appropriate time being made available by the consortium member staff team.
- ✓ Bringing forward the views of young people to inform the co-design of services.
- ✓ Participating in capacity building initiatives.
- ✓ Adhering consistently to the values of the consortium.
- ✓ Members should choose to 'opt-out' when they intend to apply for funding separately from the consortium.

Benefits to commissioners	Benefits to members	Expectations of members	Expectations of Young H&F
Harnessing the sector's long and successful track record of service delivery	<b>General benefits</b>	<b>General Expectations</b>	Working with the Consortium Advisory Board on the consortium strategic and business planning process
Reduced transaction costs	Overcoming the barriers which smaller providers can face in accessing larger pots of funding.	A willingness to work for the good of the whole consortium.	Engaging in co-design and influencing the shape of relevant service specifications and associated commissioning frameworks
Efficiency savings	Increased revenue.	Inputting ideas into the further development of the consortium	Submitting consortium funding bids and tenders – led by the Consortium Manager
Development of a commissioning/funding-ready provider base	A potential to reduce overhead costs for small providers, so that they can focus on delivery.	Inputting ideas/information into and support for joint tenders and applications, including committing to the co-design of services	Setting up and implementing an appropriate system for awarding sub-contracts
Overcoming fragmentation within service delivery arrangements through better coordinated and streamlined provision	Protection of the unique selling points, local identity and knowledge that smaller, grassroots providers offer.	Bringing forward the views of young people to inform the co-design of services	Setting up and implementing an appropriate system for monitoring the performance of sub-contractors
Single point of contracting/funding	Driving up standards and continually improving quality.	Participating in capacity building initiatives	Implementing measures to maintain and improve standards of delivery across the consortium
Effective channelling of existing, small-scale, multiple contracts/SLAs/grants through the consortium's intermediary infrastructure	Increased capacity to leverage social investment.	Adhering consistently to the values of the consortium	Undertaking financial management
More effective management of escalating community demand, especially amongst disadvantaged and vulnerable service users	A collective voice for the consortium members.	<b>Specific criteria</b>	Implementing strategies to build the capacity of the provider
Strengthening localism by ensuring that local services are safeguarded and sustained	The potential for a greater joint impact for young people.	All prospective members should meet these criteria as a basic minimum:	Raising the profile of the consortium - PR/Marketing

Leveraging external investment/funding		<ol style="list-style-type: none"> <li>1. Provision of services targeted at children and young people</li> <li>2. Social Purpose</li> <li>3. Locally focussed in H&amp;F</li> <li>4. Commitment to consortium working</li> <li>5. Commitment to sharing expertise</li> </ol>	Recruit a Consortium Manager to oversee development and funding bids
Capitalisation on the sector's capacity for added value		<p>Due Diligence Criteria</p> <ol style="list-style-type: none"> <li>1. Financial health</li> <li>2. Quality systems</li> <li>3. Suitable organisational policies</li> <li>4. Suitable management</li> <li>5. Technical capacity</li> </ol>	

## Next steps and further information

Full information on how to apply to join the consortium can be found at [www.yhff.org.uk/sync](http://www.yhff.org.uk/sync).

Organisations who wish to apply to become members of the consortium must be existing members of Young H&F. If you have queries about Young H&F membership, please contact our Development Manager, Annie Rockson, on [annie@yhff.org.uk](mailto:annie@yhff.org.uk).

Please fill in the application form, then send any supporting documents to [becky@yhff.org.uk](mailto:becky@yhff.org.uk). If you are sending large files please use a file uploader such as [wetransfer.com](http://wetransfer.com) or [google drive](https://drive.google.com).

Checklist for consortium membership application:

- Check that your organisation is a member of Young H&F.
- Fill in the Consortium Application Form at <https://www.surveymonkey.co.uk/r/syncconsortium>
- Send any additional documentation to Becky Brookman via email ([becky@yhff.org.uk](mailto:becky@yhff.org.uk)). This should include:
  - Your most recent audited accounts
  - Safeguarding and Health & Safety Policies
  - Any other relevant policies you may have (particularly if applying for Full Membership)
  - A recent bank statement
- Please contact Becky Brookman on [becky@yhff.org.uk](mailto:becky@yhff.org.uk) with any questions relating to your application.
- Make sure your application is received before the deadline of Tuesday 1<sup>st</sup> June 2021.

**Applications must be received by Tuesday 1<sup>st</sup> June 2021.**

# TIMELINE OF CONSORTIUM DEVELOPMENT

