

Greater Manchester Moving > ^ < v

INVITATION TO TENDER

**Workforce: System Development Brief
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Framework of Providers EOI

September 2019

GM Moving

The shared purpose of GM Moving is to positively change the lives of people across Greater Manchester through physical activity and sport.

Building from our strengths and through system wide collaboration, we will double the rate of past improvements, reaching the target of 75% of people active or fairly active by 2025. The comprehensive Greater Manchester Moving plan, delivered with the Greater Manchester Combined Authority, the Health and Social Care Partnership, Sport England, and hundreds of partners and communities across Greater Manchester, features 75 areas of work (these can be found in the GM Moving plan below). Together these will reduce inactivity and increase engagement in physical activity and sport in people of all ages, while creating more active environments, driving forward policy and system changes, and boosting physical activity's links with economy and work.

Greater Manchester has been awarded National Lottery funding by Sport England as a local delivery pilot area. Each of the ten localities will test and explore new measures to help children and young people aged 5-18 in out of school settings, those out of work or at risk of becoming workless, and those aged 40-60 with or at risk of long term health conditions to become more active.

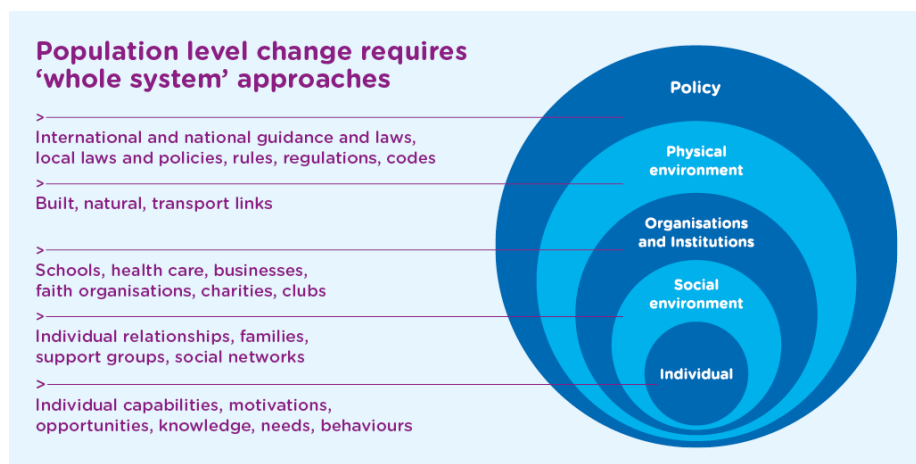
Useful information:

- [GM Moving The Plan for Physical Activity and Sport 2017-20](#)
- [GM Moving – Learning & Journey so far](#)
- [Greater Manchester Model](#)
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- [Sport England Local Delivery Pilot/Community of Learning](#)
- [GreaterSport – Changing Our Lives Together](#)

The Principles of GM Moving are:

- Evidence based and insight led
- Application of behaviour change principles
- Whole Systems Approach
- Person and Community Centred
- Genuine collaboration and co-production
- Ongoing process, impact and outcome evaluation

All of the work puts the individual in the centre using a whole system approach.



Workforce System Development Brief (Section 1)

We seek to appoint an organisation/collaborative to co-design, manage and deliver a system change development journey for current and future leaders across sectors, to achieve the outcomes of [GM Moving](#).

Aim: To support and enable a transformation in the culture, behaviours, skills, knowledge and capabilities of Greater Manchester's workforces to address the challenge of inactivity.

Intended outcomes:

- More leaders in Greater Manchester will be leading in ways that are consistent with the Greater Manchester [principles of reform](#) and GM Moving's [pointers for leadership practice](#).
- More leaders across the Greater Manchester system and sectors will see 'people moving more' as their business, and be contributing to the ambition of GM Moving through their work.
- Support locality leads and direct delivery partners make a step change in their confidence and skills in leading a system change.

This will act as a significant catalyst for change, and contribute to reaching the target of 75% of people active or fairly active by 2025

Where is the investment from? This piece of work is being funded by GreaterSport / GM Moving via National Lottery funding awarded by Sport England as part of the collaborative Local Pilot work.

The successful organisation/collaborative will ensure:

- A blended approach that combines a range of different innovative and creative learning experiences.
- Engagement from leaders from across all systems (e.g. transport, health, education, communities) and sectors (public, private and community & voluntary sector)
- That the approach is co-designed and delivered in collaboration.
- An iterative and emergent approach.
- Approach is tailored to the needs of the system in Greater Manchester.

The approach will not:

- Take the form of a fixed programme of delivery with a cohort approach.
- Be isolated from, or duplicating, other work taking place in Greater Manchester.
- Be delivered by a single provider.

GM Moving Pointers for Leadership Practice

The Revaluation Collective worked with GM Moving leaders during 2018 to evaluate the GM Moving journey to date and identify a set of leadership principles which are key to working in complex systems work; in GM Moving, on other agendas in Greater Manchester, and for people working in complex systems in other places. The result was a series of ['Pointers for Leadership Practice'](#) which continue to inform our approach to leadership development.



The Criteria:

	Requirements	Guideline (a4 pages)	Weighting
Team	<ul style="list-style-type: none"> • Outline who will be part of the team detailing organisations / individuals • What relevant experience and credentials the team has for this brief. • Demonstrate how the team shares the values of GM Moving (Passion / Integrity / Purpose) 	1	10%
Understanding our needs	<p>Demonstrate <i>how you know</i> your approach will support and enable a transformation in the Greater Manchester's workforces in the following areas to address the challenge of inactivity:</p> <ul style="list-style-type: none"> • Culture • Behaviours • Skills • Knowledge • Capabilities 	1	10%
Delivery	<p>Explain how will you ensure:</p> <ul style="list-style-type: none"> • A blended approach that combines a range of different innovative and creative learning experiences. • That the approach is co-designed and delivered in collaboration. • That you will take an iterative approach. • That the approach is tailored to the needs of all systems in GM • That there is both a GM wide approach and individual locality approach 	2	20%
Knowledge and experience	<p>Demonstrate how your knowledge and experience can meet the following requirements:</p> <ul style="list-style-type: none"> • Experience of working across a range of sectors. • Experience of managing, co-designing and delivering a system change / leadership development approach • Knowledge of the current GM workforce development landscape. 	1	10%

	<ul style="list-style-type: none"> Experience of working with a range of stakeholders to identify development requirements with co-designed interventions. 		
Marketing, Communications and Engagement	How will you ensure the approach engages current and future leaders from across all systems in Greater Manchester?	0.5	5%
Evaluation	<ul style="list-style-type: none"> How will your evaluation approach that demonstrate the breadth of the proposed approach which captures both quantitative and qualitative data/outputs/outcomes? 	1	10%
Programme Management	<p>In this is section you should include:</p> <ul style="list-style-type: none"> Project plans Risk assessments Milestones Interdependencies 	2.5	10%
Alignment	<p>Ensure submission is linked:</p> <ul style="list-style-type: none"> GM Moving Pointers for Leadership practise. Relevant GM strategies. Wider GM work. 	0.5	5%
Social Value	It is recommended that bidders read the attached Greater Manchester Social Value Policy before completing any tender and set out how you would assist in achieving these objectives.	0.5	5%
Cost	<p>Indicative allocations of the budget for different elements of the approach and the split of the budget over the period from December 2019 until April 2021.</p> <p>Max. £150,000 (including VAT) Min. £100,000 (including VAT)</p>	1	15%
Total		Max. 11	100%

Value of initial Contact (December 2019 – 31st March):

Maximum value of contact £150,000 (Including VAT)*

Minimum value of contact £100,000 (Including VAT)*

*Up to £150,000 has been profiled for this piece of work. In addition to this there could be up to an additional £10,000 per local authority could be assigned to accelerate work in localities. This will be on needs basis and not included in the original submission.

Funding is confirmed until 31st March 2021. If further funding is committed beyond this date, we will look to have the contract reviewed to extend if the approach is successful.

Timeline:

Activity	Timing
Brief issued	24 th September 2019
Response to stage 1 of the tender process	12pm 25 th October 2019
Organisations shortlisted	28 th October 2019
Organisations informed of decision and a maximum of 5 shortlisted	29 st October 2019
Interviews / Pitches	6 th November 2019
Agency appointed	11 th November 2019
Development of approach	Mid-November / December 2019
Delivery	January 2020 onwards
1 st Contract Review	July 2020
2 nd Contact Review	January 2021
Initial Contract End	31 st March 2021

How will submissions be assessed?

- Organisations/Collaborations response to brief (Maximum 10 pages)
- Each submission will be scored against the criteria
- Maximum of 5 organisations/collaborations shortlisted and invited to interview
- Interview (3h) will consist of:
 - Engagement conversations with localities (instructions given ahead of day)
 - Reflection on engagement and preparation for interview questions
 - Interview

Submissions:

All submissions must be emailed to info@gmmoving.co.uk 12pm 25th October 2019. Once received we will confirm via email.

Further enquiries:

If you have any further enquiries regarding this brief, please contact Nick Lowden (Development Manager – Workforce) by email only.

Nick Lowden nick@greatersport.co.uk

Framework of Providers EOI

(Section 2)

As we seek to commission an organisation / collaboration to lead on the project management we are aware that an iterative approach and a wide range of providers will be required to ensure we meet the needs of the system leaders within Greater Manchester.

As such in this section, we are inviting potential suppliers to individually submit an EOI (no longer than 2 pages of a4) outlining what their specific skills, knowledge and experience that you think you could contribute to the overall work and ultimately the aim of 75% of people active or fairly active by 2025.

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This section is **not scored** and the information received will be shared with the GM Moving team and lead provider with the potential opportunity for future commissioning. Completing this section will have no bearing on section 1.

Please submit EOI's to info@gmmoving.co.uk by 25th October 2019