

Greater Manchester Moving > ^ < v

INVITATION TO TENDER

Systems Leadership Brief

Date: 9 January 2023

GreaterSport, supporting GM Moving in Action:

GreaterSport is a Greater Manchester charity based in Manchester at the National Squash Centre. We are one of 43 Active Partnerships working as a network throughout the country to support the local implementation of the Sport England [Uniting the Movement Strategy](#)

Our shared purpose is to positively change the lives of people across Greater Manchester through physical activity, movement and sport.

[Our contribution to GM Moving](#) - GreaterSport lead, support and connect people and partners across the system to develop and deliver on the whole system vision and approach of GM Moving in Action

Useful information:

GM Moving In Action Our framework

> Our Mission

- Active lives for all

> Our 5 key priorities

- People, families and communities
- Inclusive participation and access
- Active places
- Whole system integration
- Culture change

> Our 7 catalysts

- Involving & engaging
- Marketing & comms
- Investment
- Governance
- Digital access & innovation
- Learning, research & insight
- Leadership & workforce



> Our ways of working

- Values-led
- Whole system
- Movement-building
- All leaders
- Enabling change
- Learning together

> Key outcomes

- Physical & mental wellbeing
- Individual development
- Social & economic inclusion
- Strong communities
- Environmental sustainability

- [Greater Manchester Moving in Action 2021-2031](#)
- [GM Moving in Action Video](#)
- [GM Moving – The Journey So Far](#)
- [GreaterSport – Leadership and Workforce](#)



Enablers

How we create the conditions:

- Involving local people & growing assets
- Strategic leadership enabling collective leadership
- Effective work across & between sectors
- Transforming governance & processes
- Learning & adapting

Where is the investment from?

- This piece of work is being funded by GreaterSport via National Lottery funding awarded by Sport England as part of the workforce funding to support Sport England's Uniting the Movement strategy.

Systems Leadership Brief

One of our key ambitions is to realise the power and potential of a movement of people that is reflective of the population, to inspire, engage and support people to live more active lives. We can only achieve this by working collaboratively across sectors to build and foster relationships with and between people, communities and system partners to ensure that they have the skills, knowledge and confidence required to develop opportunities to move more and tackle inequalities.

Our current systems leadership approach has been evolving in Greater Manchester in collaboration with local and national partners since March 2020.

Since April 2022 we have engaged 189 individuals from 98 organisations to help them develop their knowledge and understanding of systems leadership approaches, and we are now seeking an organisation to work alongside us to help us further develop this work over the next two years (up to March 31st, 2025)

Aim: To support and enable a transformation in the knowledge, skills and opportunities of people (paid and voluntary) in Greater Manchester to work and lead across sectors and within communities around the shared purpose of changing lives through activity, movement and sport.

Lead our new approach in collaboration with the Strategic Lead for People and Leadership at GreaterSport

Support participants to develop knowledge and skills and work with others to put new learning into practice

Connect with existing workforce and leadership development initiatives across Greater Manchester so this adds value and doesn't duplicate existing efforts

Intended outcomes:

- Identify and engage the people that have the ability to inspire, support and motivate others to move more and enable them to connect and collaborate effectively
- Develop the knowledge and skills needed to understand the role of leadership in a collaborative environment where there is the recognition that building movement back into daily life is complex and requires a whole system approach. This could include the following:
 - Knowledge- Systems Leadership, values, behaviours, systems change etc.
 - Skills- facilitation skills, community development and engagement, coaching development skills, public narrative, collaboration, working through change, reflection/ sensemaking etc
- Create opportunities for people to put what they have learnt into practice:
 - Communities of practice
 - Networks
 - Identify key shared challenges around activity and movement so cohorts can work on them together

Please note that the budget should include indicative costs for the design and delivery of this approach, but we don't expect the successful partner to deliver all the content, or for the programme and support to be delivered by a single provider.

We are seeking a partner to work with us, plus existing and new delivery partners with specific areas of expertise to deliver a rich and varied programme of support, to meet diverse needs. More information about previous sessions and our current deliver partners [can be found here](#).

If you think you could help us deliver aspects of this approach, please complete our [Consultancy Support Register](#)

The successful organisation will:

- Design a framework of support, training, opportunities and experiences that contribute to those paid and voluntary feeling supported, valued & equipped to build movement back into daily life and reduce inequalities
- Create a blended approach that combines a range of different innovative and creative learning experiences with an understanding of what needs to happen at a GM, locality and neighbourhood level, and what works best virtually or face to face
- Develop an iterative and emergent approach that can respond to ideas and requests
- Ensure that the approach is tailored to the needs of people, organisations and sectors in Greater Manchester with an understanding of working across traditional boundaries around a shared vision
- Have a clear understanding of collaboration and areas of work to influence wider practice to ensure that this is knitted into the fabric of GM, and connects to existing workforce and leadership development initiatives so this adds value and doesn't duplicate existing efforts
- Ensure that the skills, behaviours, experiences and culture needed to engage, listen and work collaboratively with communities are identified and explored
- Help us shift the way that people think about leadership. From hierarchy, position and status to collaboration, relationship, behaviours, trust and an understanding of who creates the change needed to support active lives for all
- Work with us to reflect and learn from what has taken place since March 2020 and identify ways to capture the change and impact of this work
- Develop opportunities to support existing participants to put learning and ideas into practice to increase activity and movement in their place
- Design a simple "entry point" that enables new participants to engage
- Ensure that people from across all systems that have a role to play in enabling active lives for all (e.g. transport, health, local authorities, communities) and sectors (public, private and community & voluntary sector) are able to engage
- Work with our existing delivery partners so they can continue to engage, and bring in new delivery partners where appropriate using own knowledge and our consultancy register
- Ensure that the language that we use is accessible and not a barrier to participation
- Ensure that learning and sharing is accessible

The approach will not:

- Take the form of a fixed programme of delivery with traditional KPIs and targets
- Be isolated from, or duplicating, other work taking place in Greater Manchester.

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. 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	<p>Outline who will be part of the team detailing organisations / individuals</p> <p>Explain the relevant experience and credentials the team has for this brief.</p> <p>Demonstrate how the team shares the values of GreaterSport (Passion / Integrity / Purpose)</p>	1	10%
Purpose	<p>Tell us why you are interested in this approach and why you think it is important.</p> <p>Tell us about our collective ambitions. What are our shared ways of working and our shared key outcomes. How do we influence wider practice together?</p>	0.5	10%
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 with relevant relationships and connections across GM • Experience of managing, co-designing and delivering a system change / leadership development approach • Knowledge of the current GM workforce development landscape. • Understanding of inequalities and the need for diverse and emerging leadership 	1.5	15%
Delivery	<p>What are you going to do?</p> <p>How will you approach the aims and outcomes?</p> <p>How will you work alongside our catalysts around the following:</p> <ul style="list-style-type: none"> • Engagement • Marketing and communication • Learning, research and insight 	2	20%
Programme Management	<p>In this is section you should include:</p>	3	10%

	<ul style="list-style-type: none"> • Project plans • Risk assessments • Milestones • Interdependencies 		
Alignment	<p>How will your approach be embedded within the GM system?</p> <p>How will this work support and connect with other GM initiatives, relationships and organisations to enable a more strategic and connected approach to workforce development</p>	0.5	10%
Social Value	Describe your commitment to social value	0.5	10%
Cost	<p>Indicative allocations of the budget for different elements of the approach and the split of the budget over the period from April 2023 to March 2025</p> <p>Max. £150,000 (including VAT) Min. £100,000 (including VAT)</p>	1	15%
Total		Max. 11	100%

Value of initial Contract (April 2023 to March 2025)

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

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

*Up to £150,000 has been profiled for this piece of work, although additional funding could be made available to align with existing areas of work at GreaterSport including exploring how to develop the skills and capabilities of the workforce to help make engaging in sport, activity and movement more inclusive and accessible, and how to develop a coordinated approach to make volunteering in sport and physical activity more inclusive and representative of GM communities. This should not be included within this submission.

Funding is confirmed until 31st March 2025

Timeline:

Activity	Timing
Brief issued	Monday 9 January 2023
Deadline for submissions	Wednesday 8 February. 5pm
Shortlisting with partners	13-14 February
Organisations informed of decision and a maximum of 5 shortlisted	Thursday 16 February

Interviews	Wednesday 8 March
Organisation appointed	Friday 10 March
Development and Delivery	From April 2023
1 st Contract Review	December 2023
2 nd Contract Review	September 2024
Initial Contract End	31 st March 2025

How will submissions be assessed?

- Organisations response to brief (Maximum 10 pages plus a cover page)
- Each submission will be scored against the criteria with partner organisations
- Maximum of 5 organisations shortlisted and invited to interview
- Interview. Presentation and questions from panel of partner organisations

Submissions:

All submissions must be emailed to info@gmmoving.co.uk

Deadline: Wednesday 8 February. 5pm

Further enquiries:

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