

Changing Lives through Sport and Physical Activity

Invitation to Tender

Supporting strong and effective organisations delivering individual and community change through sport and physical activity



Introduction

The Robertson Trust, Scottish Government, **sportscotland** and Spirit of 2012 (the operational partners) are seeking to engage relevant organisations to develop and deliver a range of learning and support for professional staff within national and local sports organisations, and for the sports clubs and community sports organisations that they work with. The aim is to facilitate increased knowledge, skills, capacity and resources for these organisations to operate effectively and deliver impactful services in their communities with the aim of bringing about positive change for individuals and communities. This tender is a key element of the Changing Lives Through Sport and Physical Activity Programme (CLTSPA) which is seeking to support organisations to use sport and physical activity as a driver to achieve positive individual and community change.

The tender takes the form of two workstrands:

Workstrand One:

To provide blended learning opportunities for professional staff within national and local organisations who have a role in supporting delivery organisations, as well as for the sports clubs and community organisations that they work with.

We want the delivery organisations themselves to operate effectively, to be sustainable and to deliver impactful services in to their communities.

Workstrand Two:

To provide 1:2:1 development support to 15 sporting organisations in year 1 with the aim of enabling them to develop their organisation and skills in effectively delivering change within their community.

The closing date for this tender is Monday 20th August, 2018, 1pm.

Background

sportscotland, Scottish Government, The Robertson Trust and Spirit of 2012 are working together to deliver a programme of support and funding which aims to support organisations to use sport and physical activity as a driver to achieve positive individual and community change as a core element of the existing World Class Sporting System.

In 2016 **sportscotland**, Scottish Government and The Robertson Trust commissioned an independent study to look at the role that sports and physical activity can have in bringing about positive changes for individuals and communities in Scotland.

The final report evidenced how using sport and physical activity intentionally to bring about positive benefits for individuals and communities, to address specific needs (sometimes referred to as sport for change or sport for development) can contribute to policy priorities around physical and mental health, education and progression, crime and antisocial behaviour, community cohesion and economic development.

The research, which included a survey of 660 organisations delivering sport and physical activity in Scotland, highlighted opportunities to support development of sporting organisations across Scotland. Some of the key factors identified in effectively using a 'Changing Lives through Sport & Physical Activity' (CLTSPA) approach include the use of a youth work or community development approach and a clear intention to bring about change through sport and physical activity. The report also identified a need for increased support around accessing funding, building organisational capacity and sustainability and evaluating the impact of activities.

Recommendations also included an increased focus on leadership to drive forward the approach in Scotland and the creation of more networking opportunities, enabling delivery organisations to share practice, receive training and promote joint working. **sportscotland**, Scottish Government, The Robertson Trust and Spirit of 2012 (who together form the Operational Group for the programme of work and are referred to throughout this document as "the programme partners") have been working together to create and deliver interventions which address the main recommendations in the report. The various elements of the programme are collectively referred to as

“Changing Lives through Sport and Physical Activity Programme”. The key elements of the programme are:

1. The development of clear messaging and leadership roles around the Changing Lives through Sport & Physical Activity approach
2. The development of a range of learning and development supports to build knowledge, skills and capacity within the sporting sector. This is targeted at the workforce which supports delivery organisations, and also directly at the delivery organisations themselves, and focusses on effective approaches to delivering change, and on building effective and sustainable organisations
3. deliver a “Changing Lives through Sport & Physical Activity Fund’ providing short term additional resource into the sporting and community sector to better address wider individual and community needs through sport & physical activity and support them to become and stay active.

Further information on the Programme Partners is included at Appendix 1.

Scope and specification of tender

The scope of this tender relates to the identified programme area outlined in bullet point two on pp 2 of this document. This tender will focus solely on ‘supporting effective and sustainable organisations’. Please note that this tender does not include the ‘effective approaches’ work within this same programme area, which will be tendered at a later date.

As part of building a sporting system we are focused on improving the capability and capacity of sports clubs and community sports organisations seeking to meet the needs of their community through their work. The programme partners are seeking to engage relevant organisations to develop and deliver a range of learning and support for professional staff within national and local organisations, and for the sports clubs and community sports organisations that they work with. The aim is to facilitate increased knowledge, skills, capacity and resources for these organisations to operate effectively and deliver impactful services in their communities.

sportscotland’s Clubs and Communities Framework is being used as a frame of reference for this work and we have mapped the key thematic areas for development, and the associated Action Statements, against the Clubs and Communities Framework priority areas (see table 1 below). The table also shows which of the thematic areas are included in the two distinct workstrands included in this tender. Further detail on each of the workstrands can be found on pp 7-10 of this document. The successful organisation(s) will work with the Operational Partners to refine the learning outcomes for each theme.

The initial contract period will last for a maximum of 18 months (and no less than 12 months) at which point there will be a review of services and contract. This may lead to an extension of services for another 12 month period.

Clubs and Communities Framework priority areas	Thematic areas	Action Statements	Work strand 1	Work strand 2
Organised	Vision, strategy and planning	<ul style="list-style-type: none"> Organisations recognise the importance of planning Organisations recognise the importance of building impact and learning into planning Organisations can develop an aspirational vision and strategy which is shared and agreed internally Organisations develop a plan with clear purpose and outcomes 		
	Governance	<ul style="list-style-type: none"> Organisations have clear and effective governance and policies Organisations have clear roles and responsibilities Organisations have adopted an optimal legal status Organisations are able to meet their legal and statutory obligations 		
Sustainable	Effective Resource Management and Operational Delivery	<ul style="list-style-type: none"> Organisations can identify good practice in operational delivery Organisations can identify what sustainability looks like for them <p>Organisations can;</p> <ul style="list-style-type: none"> Identify and adopt a business model that suits Identify methods of income generation Manage budgets and finances Meet statutory financial, employment and reporting requirements Appropriately own, manage or access relevant facilities Effectively manage staff and volunteers Identify and manage risk appropriately 		
	Impact and Improvement	<ul style="list-style-type: none"> Organisations can monitor and evaluate, allowing them to continuously improve Organisations can assess impact Organisations have a clear understanding and articulation of impact Organisations use learning from their programmes to inform their work going forward Organisations demonstrate a culture of learning and development 	Covered by an existing tender contract	
Connected	Partnerships and Collaboration	<ul style="list-style-type: none"> Organisations have a strong connect to the local community Organisation are connected locally to partners who share a common goal 	Covered by an existing tender contract	

		<ul style="list-style-type: none"> Organisations are engaged in relevant local networks Organisations deliver their work in partnership with other relevant agencies 		
	Understanding Community Need	<ul style="list-style-type: none"> Organisations know who is in their wider community Organisations understand and meet needs of their communities and target audiences Organisations are reflective of the communities that they work in Organisations use appropriate delivery approaches 	Covered by an existing tender contract	
People	Effective Leadership	<ul style="list-style-type: none"> Organisations can identify and recruit committed and motivated leaders leading to quality leadership Organisations develop skilled and knowledgeable leaders with the right behaviours Organisations nurture a positive culture 		
	Great People	<ul style="list-style-type: none"> Organisations can identify and recruit and committed and motivated volunteers, staff and coaches Organisations develop skilled and knowledgeable people in the right roles Organisations have well supported staff and volunteers (who understand purpose and outcomes) 	Covered by an existing product within the system for sport	
	Effective Delivery	<ul style="list-style-type: none"> Organisations and coaches use appropriate delivery methods – person and community centred 	Will be covered by another tender	
Profile	Building your profile	<ul style="list-style-type: none"> Organisations know who is in their wider community Organisations understand and meet needs of target audiences Organisations are more visible and an integral part of their community Organisations provide more relevant customer service to members Organisations better communicate internally and externally 		
Places	Safe and Purposeful Environments	<ul style="list-style-type: none"> Organisations appropriately own, manage or access relevant facilities 		

Table 1: clubs and communities framework with key thematic areas covered by tender workstrands

Across each thematic area, integration with, and across [Help for Clubs](http://www.helpforclubs.org.uk) (www.helpforclubs.org.uk) and [Actify](http://www.actify.org.uk) (www.actify.org.uk) will be expected and the successful tendering organisation will work with the Operational Group to ensure alignment. The successful tendering organisations will be expected take account of, and add value to, any learning and development support that **sportscotland**, Scottish

Governing Bodies (SGB's) or local partners already provide to their staff and clubs and community sports organisations.

There are two distinct but interrelated work strands being issued through this tender. Bidders are welcome to apply for one of both work strands and we will welcome consortia bids. Tender submissions must address all aspects of the workstrand being tendered for.

Workstrand 1:

General blended learning opportunities¹ for support and delivery organisations

What do we want to do?

We want to provide blended learning opportunities for professional staff within national and local organisations who have a role in supporting delivery organisations, as well as for the sports clubs and community organisations that they work with.

We want the delivery organisations themselves to operate effectively, to be sustainable and to deliver impactful services in to their communities.

What will the outcomes be?

- Professional staff from support organisations working in the sporting sector (such as **sportscotland**, local authorities and SGBs) are clearer on what makes an effective organisation, know how to communicate this to delivery organisations, and are able to signpost them for further support and advice
- Delivery staff, volunteers and sports clubs and community sports organisations are clearer on elements that make up effective organisations, recognise areas for development within their own organisations and are able to access support
- Participating organisations are able to report improved outcomes for the people who participate in their programmes and for their own organisation

Who is the audience?

- Key **sportscotland** staff

¹ Blended learning opportunities recognises the need to provide information in a range of forms to meet different learning styles and to ensure that learning can be reinforced and embedded

- Professional officers within local and national organisations who have a role to support sport clubs and community organisations
- Delivery organisations – sporting organisations in the club and community environment

What will be delivered?

We anticipate a range of blended learning opportunities to maximise the chance for learning to be adopted and retained against the thematic areas set out in *table 1* above.

What do we think it will look like?

We do not want to be prescriptive about delivery format or outputs, however we see there being four steps to this workstrand:

1. **DEVELOPMENT:** awarded contractor(s) will firstly engage with the Operational Group partners, and any other relevant partners identified by the operational group to develop and integrate a range of relevant products and services to support the sector and to refine the learning outcomes outlined within the Clubs and Communities Framework. It is imagined that these resources will take the form of passive resource (i.e. tools that individuals can engage with and use independently and in their own time) and active learning resources (i.e. where individuals will come along at a given time and participate in some kind of training or upskilling in a group setting). This will also allow for integration of this workstrand with other elements of the wider Changing Lives through Sport and Physical Activity programme

Timescale: 1-4 months

2. **DELIVERY TO SUPPORT ORGANISATION STAFF:** Contracted organisations will then roll out the agreed offer to identified support organisation staff (see “who is the audience” for details).

Duration: 12 months – some may run concurrently with the delivery organisation supports

3. **DELIVERY TO DELIVERY ORGANISATIONS:** Contracted organisations will provide a range of blended training opportunities to delivery organisations

Duration: 12 -14 months – some may run concurrently with the delivery of support staff supports

4. **REVIEW:** Following on from the initial roll out, there will be a review of the services and products delivered and further services may then be commissioned, based on evaluation and feedback from this round of activity. The Operational Group will appoint an evaluator to look at the effectiveness of the interventions

Budget guidance

Maximum available budget for this workstrand is £70,000 including VAT and expenses

Duration of contract will be for no more than 18 months and no less than 12 months

Workstrand 2:

Direct 1:2:1 development support to individual delivery organisations

What do we want to do?

We want to provide 1:2:1 development support to 15 sporting organisations in year 1 with the aim of enabling them to develop their organisation and skills in effectively delivering change within their community.

What will the outcomes be?

- Participating organisations report improvements in the way they operate and deliver services
- Participating organisations are able to report improved outcomes for the people who participate in their programmes and for their own organisation

Who is the audience?

- Community Sports Hubs (or individual clubs from within a Community Sports Hub)
- Individual Sports Clubs
- Sports Social Enterprises and community sports and physical activity organisations

What will be delivered?

We anticipate bespoke support based on a diagnostic assessment of the organisation, and that staff/volunteer support will be made available to such identified organisations, based on areas of agreed development opportunity.

What do we think it will look like?

1. **DEVELOPMENT:** Awarded contractor(s) will firstly engage with the Operational Group partners, and any other relevant partners identified by the operational group to agree key criteria for a club or organisation being eligible to participate, and then to carry out a diagnostic with the identified participant organisations
2. **AGREE WORK:** Awarded contractor will agree intervention with identified organisations
3. **AGREE CONTRACT:** Awarded contractor will pull together a package of support, agree outcomes and delivery plan
4. **DELIVER WORK:** They will then manage the delivery with the individual organisations
5. **REVIEW:** Following on from the initial roll out, there will be a review of the services and products delivered and further services may then be commissioned, based on evaluation and feedback from this round of activity. The Operational Group will appoint an evaluator to look at the effectiveness of the interventions

Budget guidance

Maximum available budget for this strand is £100,000 including VAT and expenses.

Duration of contract will be for a maximum of 18 months and no less than 12 months

Tender specifications

The following are a list of conditions and criteria that we would expect to be met or addressed by the contractor in their tender submission (please read this alongside the full scoring criteria on pp13/14).

The product/service:

- Geographical spread – expect organisations from across Scotland to be able to engage therefore delivery must have national spread
- Build on/utilise/integrate with existing resources (sporting and non-sporting) that already exist in the market, within the system for sport or which are being developed as part of the wider CLTSPA programme
- But must be targeted at a sporting audience
- Must align to the thematic areas stated in the clubs and communities framework for each workstrand (see pp 5-6)
- Must show alignment to Active Scotland Outcomes Framework (ASOF) framework, and the World Class Sporting System
- Must be relevant across all sports and physical activity (can't be specific to an individual sport)
- Must provide opportunities for blended learning

The contracted organisation(s):

- Must demonstrate understanding for the specific sectoral context within which this work is being developed
- Must show understanding for the specific conditions of third sector generally and organisations operating in sporting sector specifically
- Demonstrate a record of planning, delivering and evaluating learning and development programmes keeping in time and budget
- Demonstrate how any delivery would build on/integrate with what they already deliver
- Must show ability to work with different types of organisations/individuals at different levels within **sportscotland**, local and national partners and at club level

- Must show how they will manage performance of the contract – particularly in response to challenges encountered in delivering the contract
- Must show ability to work with the Operational Group and other sub-contractors engaged by the Operational Group
- Must demonstrate how they will manage performance within the contract
- Must demonstrate that they can deliver to the timescales set out in this brief
- Must be prepared to work with an evaluator on the learning from the programme
- We encourage joint bids, but tenders must include a lead agency

Management of contract and communications

The successful lead tender organisation will be formally appointed by The Robertson Trust, but will be accountable to the Changing Lives through Sport and Physical Activity Operational Group. Regular updates will be provided to this group to ensure outcomes are on track, as well as ensuring wider integration with the Changing Lives through Sport & Physical activity work. The successful tendering organisation will also be required to liaise with other programme sub-contractors, including evaluators.

The initial contract period will last for a maximum of 18 months (and no less than 12 months) at which point there will be a review of services and contract. This may lead to an extension of services for another 12 month period.

Tender Responses

Applicants may submit for either or both of the workstrands set out in this document. Submissions must cover a whole workstrand, but more than one organisation can be included within your tender. If your submission does include multiple organisations in delivery, you must be clear about who the lead organisation will be. Please submit separate documents for each workstrand and be clear to state at the top of your document which workstrand the tender relates to.

Interested organisations are asked to demonstrate in their submission how they would meet each of the criteria below. Applications should be no more than 6 sides of A4

including any case studies or testimonials and an indicative work plan (including key dates and timings). Please use the budget form included at Appendix 3 to provide details of your costs and the organisational detail form included at Appendix 4 to provide details of all of the organisations included in your tender. You should also include details of the specific individuals who will work on this contract. Appendices 3 and 4 can be attached separately and do not form part of the 6 sides. Value for money will be assessed using the budget template at Appendix 3. Scoring shall be done on the basis of how well the tender submission addresses the criteria included here, and the tender specification set out on pp 11-12.

No.	Criteria	Weighting
1	<p>Compelling Vision</p> <ul style="list-style-type: none"> • The application clearly articulates why they wish to partner with the CLTSPA programme and highlights the applicant organisations' values • There is a strong alignment between the applicant's values and that of the CLTSPA partners • There is alignment between the work proposed and the ASOF framework and world class sporting system 	15%
2	<p>Planning and Delivering results</p> <ul style="list-style-type: none"> • The applicant demonstrates a track record of working with partner organisations to support their learning • Experience of successfully delivering similar types of learning programmes and developing engaging learning resources • Track record of delivering positive outcomes through their work supporting organisational development • Tender shows how work would be accessed by organisations across Scotland and how it would be targeted as sporting organisations (across all sports) • A clear work plan (including timelines and outputs) is provided 	25%

	<ul style="list-style-type: none"> • Tender must demonstrate how services and products align to the thematic areas stated in the clubs and communities framework for each workstrand (see pp 5-6) • The tender clearly set out how they will work with partners to refine and improve learning outcomes for target audiences • The tender includes a range of blended learning and support • The tender demonstrates how they plan to build on existing resources that exist in the market, including any which they already utilise or deliver 	
3	<p>Expert practitioners</p> <ul style="list-style-type: none"> • The application demonstrates an understanding of changing and improving practice through learning, the policy areas surrounding this contract and the ambition of the programme • The application demonstrates recognition of the specific needs within the sporting sector and demonstrates knowledge of the wider third sector • Staff assigned to the project have the requisite skills and experience to deliver on the aims of the contract 	25%
4	<p>Governance arrangements</p> <ul style="list-style-type: none"> • There are clear and unambiguous management arrangements for the contract with a named contract manager and clear supply chain management arrangements (if there are partner delivery agencies or sub-contractors included within the tender) • The application demonstrates an understanding of the potential risks inherent in the contract and demonstrates thinking around managing these risks • Applicants demonstrate that they can work to the timescales set out 	15%
6	<p>Communication</p> <ul style="list-style-type: none"> • The application demonstrates skills at producing accessible, jargon-free materials and reports 	10%
7	<p>Value for money</p> <ul style="list-style-type: none"> • Application provides clear breakdown of costs and rationale for these 	10%

Each element will be scored out of 4, giving a maximum possible score of 4.

Organisations which score 0 on any single element will not be considered further.

Scoring guidance is as follows:

- 0 Not referenced in the tender document/insufficient information to be able to assess
- 1 Limited reference, but with no evidence or irrelevant evidence to back it up
- 2 The element is referenced, and relevant examples and evidence are provided but these are limited
- 3 The tender document makes clear reference to these and clear and relevant evidence and examples are provided
- 4 There is clear evidence and the tender document provides detailed reference to evidence and examples which are of the highest standard

Timescales

Work area	Period
Procurement – Open day and launch	26 th June 2018
Procurement – Partnership for Procurement collaboration and partnerships session	6 th July
Procurement – Tender closes	Monday 20 th August, 1pm
Procurement – interviews if relevant	w/c 27 August
Procurement – Application decisions made	w/c 3 rd September
Delivery – subcontract agreement in place	w/c 17 th September
Delivery – orientation with Operational group	w/c 24 th September
Delivery – sportscotland staff	October
Delivery – professional support staff in partner organisations	November-ongoing

Delivery – to sports clubs and community organisations	December - ongoing
--	--------------------

If you have any questions relating to the tender documents, or the tender process, please submit these in writing to linda.macdonald@therobertsontrust.org.uk by Tuesday 10th July 2018. A compiled written response to all questions received will then be made available on The Robertson Trust website by Monday 16th July 2018.

Please submit your tender document by email to linda.macdonald@therobertsontrust.org.uk by 1pm on Monday 20th August 2018.

Decision Making Process

Contract decision will be made by representatives of the four CLTSPA Programme operational partners (**sport**scotland, Spirit of 2012, The Robertson Trust, The Scottish Government) using the criteria, scoring and weighting set out above. The panel may decide to invite the top scoring tendering organisations in for an interview before making a final decision. The contract will be issued by The Robertson Trust. The awarded contractors will report to the Operational Group.

Appendix 1

Programme Partners

sportscotland

sportscotland is the national agency for the development of sport in Scotland. We passionately believe in the benefits of sport and the unique contribution it makes to Scotland's economy, health and identity.

Our vision is a Scotland where sport is a way of life, where sport is at the heart of society making an impact on people and communities. Our Corporate Plan aims to build on a strong foundation to deliver improved outcomes for people in Scotland. Across Scotland, people are working together to improve the links between schools and education, clubs and communities and performance sport. Our research, experience and consultation has led us to conclude that we should invest our time, expertise and public funding in developing and consolidating a **world class sporting system** at all levels. This system will form a key part of the Scottish Government's new Active Scotland Outcomes Framework

Scottish Government Active Scotland Division

Active Scotland Division has overarching responsibility for the delivery of the Scottish Government's policy for sport and physical activity as set out within the Active Scotland Outcome framework. Since the Division was established in 2014, we have been working to change societal attitudes and behaviour to being active – by shifting our focus onto prevention. This is critical to our personal, community and national wellbeing. Our vision is to work in partnership to create a Scotland where more people are more active more often.

The Robertson Trust

The Robertson Trust are Scotland's largest independent funder providing around £20m per year to charitable organisations across Scotland. The Trust's interest in sport is around its use as a tool to address inequalities and bring about change. The Trust has invested more than £3m into sports organisations and projects over the last 5 years and has run two specific programmes seeking to build evidence about how sports delivery and sporting organisations can be more sustainable and impactful.

Spirit of 2012

Spirit of 2012 was set up by the Big Lottery Fund to recreate the spirit of pride and positivity that defined the London Olympic and Paralympic Games. Spirit funds arts and sports projects that foster community cohesion, empower those who are most underserved and challenge perceptions of disability. Spirit works closely with the Scottish Government to help people become more active and delivers the Sporting Equality Fund and Legacy 2014 Physical Activity Fund on their behalf.

Other annexes: Logic model and action plan

Budget (from the thrive doc)

Company information

Appendix 2

Useful links or documents

Sport for Change research (published February 2017)

<http://www.therobertsontrust.org.uk/innovation-and-learning/publications/sport-for-change-research>

Changing Lives through Sport and Physical Activity outcome areas

<http://www.therobertsontrust.org.uk/innovation-and-learning/publications/sport-for-change-research>

Changing Lives through sport and physical activity programme

<https://sportscotland.org.uk/clubs/changing-lives-through-sport-and-physical-activity/>

sportscotland Corporate Plan 2015-19 Raising the Bar

<https://sportscotland.org.uk/about-us/what-we-do/publications/raising-the-bar-corporate-plan-2015-2019/>

World Class Sporting System

<https://sportscotland.org.uk/media-imported/1583106/cp-world-class-sporting-sys.jpg>

sportscotland Clubs and Communities framework

<https://sportscotland.org.uk/clubs/clubs-and-communities-framework/>

Active Scotland Outcome Framework

<http://www.gov.scot/About/Performance/scotPerforms/partnerstories/Outcomes-Framework>

Actify online portal

www.actify.org.uk

Changing Lives through sport and physical activity Fund

<https://www.spiritof2012.org.uk/spirit-deliver-new-fund-scotland-change-lives-through-sport>

Appendix 3

Budget Template

1. Please provide an indicative budget for this project by completing the table below, providing day rates for the staff who would be working on this project.

Name	Job title/organisation	Day rate	Indicative activities	Total no. of days

2. Please provide details of total number of days you would expect each named individual on the list above to spend on the project
3. If there are additional costs not included in the day rates, please list them in a table.
4. Please provide a total cost for delivering your proposal including expenses and VAT
5. For illustrative purposes, please provide two costed examples of when you have provided learning programmes.

Appendix 4

Company information

Please complete the table below with details of your company. If you are bidding as a consortium please give the details of the lead bidder, and the details of all organisations involved in your consortia.

Registered Company Details:	
Company Registration Number:	
VAT Registration Number (if applicable):	
Main Address:	
Website:	
Main Telephone:	
Name of Main Contact:	
Email:	
Telephone:	

Please attached a sets of the most recent independently examined accounts or equivalent for the lead organisation.