Invitation to tender

For the provision of a learning and development programme and other interventions to support leaders and managers at GambleAware.

Date of issue: November 2023

Email: procurement@gambleaware.org

1. **Background and context to this requirement**

GambleAware is the leading independent charity and strategic commissioner of gambling harm prevention and treatment across Great Britain.

We commission the National Gambling Support Network (NGSN) which provides free, confidential treatment to roughly 10,000 people a year, as well the National Gambling Helpline which takes around 41,000 calls a year.

We are independent and evidence-based, with a robust governance process ensuring that the industry has absolutely no input or influence on our work. As part of our work, we also commission workforce training programmes and education hubs, alongside national, public health campaigns.

During the last 2 years, GambleAware has undergone and continues to undergo major transformation to ensure delivery of high-quality commissioning and with it, a rigorous procurement and governance process.

The recent publication of the White Paper on Gambling Reform (<https://www.gov.uk/government/publications/high-stakes-gambling-reform-for-the-digital-age>) signals an important step in improving regulation for gambling to adapt to the digital age and with it, provide certainty of funding via the introduction of a statutory levy.  GambleAware welcomes this (<https://www.begambleaware.org/news/gambleaware-response-gambling-white-paper>) and also the recent publication of the consultation on the proposed gambling operator levy (<https://www.gov.uk/government/consultations/consultation-on-the-statutory-levy-on-gambling-operators>).

**1.1 Our guiding principles:**

GambleAware has a vision to see a society where everyone is safe from gambling harms. To help achieve this, we are steered by a clear set of values which guide our behaviour and shape everything we do.

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| **We are all here to make a difference…**  |
| * We start from the perspective of people at risk of gambling harms
* We ask what impact we can have
* We are bold enough to set the agenda and lead the way
* We persevere until we reach our goals
* We do things that leave a legacy
 |
| **…by working with curiosity and innovation…** |
| * We strive for new ways to solve problems
* We share learning, insights and expertise
* We are willing to take risks or go out of our comfort zone
* We ask questions and welcome constructive challenge
* We learn from our successes and failures
 |
| **…and pulling together as one team.** |
| * We value everyone’s talent and perspective
* We ensure everyone feels welcome and can be themselves
* We collaborate to deliver the best outcomes
* We go out of our way to help each other
* We celebrate everyone’s success together
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**2. The requirement**

Our current leadership team have navigated the organisation through a period of rapid growth, with the organisation increasing in size from circa 25 staff to circa 50 over a period of 2-3 years. We are now facing another period of change and uncertainty over the next 1-3 years as the impact of the white paper unfolds.

Our managers are managing teams in a changing environment, and requires support to do this well. At GambleAware, we want to create stability, retain talent and have a resilient leadership and management team.

To help achieve this, GambleAware are looking for a Learning and Development partner to build our management and leadership capacity to support us through the continued changing context and environment that we operate in. We are hoping to do this through the delivery of a suite of modular sessions, and have identified three groups of staff who would benefit from learning and development interventions:

1. Directors and Chief Officers: We are looking to develop our Senior Leadership Team, to enable them to support the organisation through a further period of significant change. To become a high performing team, maximising the strengths of the individuals within the team to ensure that as a group they are able to maximise their collective impact internally and externally.
2. Line Managers: In the constantly changing environment that GambleAware operates in, we recognise that effective line management is vital to our success. We are therefore looking to enhance the skills, competencies and knowledge of our line managers through an effective management development programme. They also have a leadership role in the organisation – what does leadership look like outside of SLT?
3. Role dependent support: As well as this there are some areas where staff would benefit from support around specific skills.

We have identified the following areas that we believe need to be included in a skills based modular programme to start in early January 2024:

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| **Senior Leadership Team (SLT)** **(10 people)** | **Line managers****(25-28 people)** | **Role dependent support / open to all staff** |
| Leading Managing change / managing in uncertainty | Objective setting | Presentation skills |
| Leading teams in a matrix organisation | Effective delegation | Briefing skills |
| Leading and coaching teams  | Managing change / managing in uncertainty  | Negotiation skills & commercial awareness  |
| EDI for leaders – how to be an inclusive leader | Working in a matrix organisation | Governance  |
| Systems Thinking/System Leadership | HR skills for line managers | Prioritisation / time management  |
| Creative Thinking/Scenario Planning | EDI for managers | Active listening skills |
|  | Performance Management  | Communication skills  |
|  | Recruitment and onboarding | Customer care |
|  | Wellbeing and resilience | Writing skills: Report writing, board papers & lay writing  |
|  | Active listening  | Working with Trustees |
|  | Giving and receiving feedback  | Managing effective meetings  |

We are looking to work closely with a learning and development partner to review our requirements with us and create appropriate learning interventions to meet the needs of the organisation. This could be a blended approach delivering training and working with internal subject matter experts to develop bespoke content.

**2.1 Outcomes**

The outcomes that we are hoping to achieve through this include:

* Providing stability in a sometimes uncertain environment.
* A clearer culture and vision.
* Managers and leaders who are confident with decision making and managing change.
* Managers who can support their teams around performance, development and progression.
* A clearer understanding of roles and responsibilities.
* Clarity around leadership responsibilities at different levels.
* The importance of EDI to management and leadership.

**2.2 Terms and Conditions**

The attached Terms and Conditions will be the terms used to create the agreement between GambleAware and the successful tenderer.

Please note clarifications on the terms can only be raised during the clarification period of detailed in section 2.4 of this ITT (Timeline)



**2.3 Budget**

For the purposes of responding to this tender, we are working to an indicative budget of £50,000. Please note, this could be reviewed with the selected provider at the design phase.

**2.4 Timeline**

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| **Date** | **Action** | **Information** |
| 7th November 2023 | Tender Launch |  |
| 17:00 10th November 2023 | Clarification questions deadline  | Clarification questions should be sent to procurement@gambleaware.org |
| 17:00 14th  November 2023 | Clarification answers circulated  |  |
| 15:00 20th November 2023 | Deadline for bids submission  |  |
| 27th November 2023 | Preferred Bidder notified  |  |
| 1st January 2024 | Contract Start Date |  |
| 30th September 2024 | Contract End Date |  |

**2.5 Scoring**

We are inviting you submit a proposal to work with us on developing our management and leadership capability. We would like you to:

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| --- | --- | --- | --- |
| **Requirement** | **Max Word Count** | **Criteria weighting** | **Max Available Score**  |
| Examples of similar programmes and interventions you have delivered previously, and relevant experience of the team | 500 words | 20% | 100 (5\*20) |
| Share your approach to learning and development, outlining how you will work with us to fully understand our needs | 500 words | 10% | 50 (5\*10) |
| Working within the indicative budget envelope, please outline what a Leadership Development Programme, Management Development Programme, and other training modules or interventions may look like | 500 words | 30% | 150 (5\*30) |
| Outline how you could support us build internal capacity to deliver training where appropriate | 500 words | 10% | 50 (5\*10) |
| Approach to identification of needs and discovery phase, in readiness for delivery first module / intervention in early January 2024 | 500 words | 10% | 50 (5\*10) |
| Working within the suggested budget envelope, please indicate how you would proportion the budget against the following: * discovery phase / needs assessment
* delivery of the programme.

Please also include your day rate / rate card that GambleAware would be able to call off when required. | Use provided excel spreadsheet for your indicative fees. | 20% | 100 (5\*20) |
| Any other information you consider relevant to the request | 250 words | For information only | 0 |
| **Total** |  | **100%** | **500** |

Any pictures or diagrams used to support your proposal will not be considered in the word count.

How your proposal will be scored:

Responses will be reviewed and scored (1-5) accordingly on each of the areas.

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| **Score/Score Description**  |
| 1   | Did not substantively answer the question in any way   |
| 2  | Answered the question but only partially   |
| 3   | Answered the question adequately and displayed a good level of knowledge   |
| 4  | Answered the question very well and setting out clear examples   |
| 5  | A comprehensive answer that includes examples, goes further, and articulates real context and clarity   |

For information please contact procurement@gambleaware.org

**3. Bidder details**

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| Organisation Name  |    |
| Contact Name  |   |
| Position  |   |
| Address  |   |
| Telephone Number  |   |
|  E-mail address  |   |