

A photograph of three women in a meeting. One woman on the right is standing and wearing a blue quilted jacket, holding a black folder. Two women on the left are seated, one in a dark blue shirt and another in a black shirt. They appear to be in a professional setting with wooden paneling.

# Leading the Movement Supplier Engagement

Jan/Feb 2024

# Today's Agenda

- Introduction to Sport England
- Procurement process overview
- Introducing Leading the Movement
- Overview of 4 Lots; Knowledge Hub, Coaching & Mentoring, Place Leadership Offer and Impact, Evaluation & Learning
- Q&A



**SPORT  
ENGLAND**

# **UNITING THE MOVEMENT**

# Our mission

Right now, the opportunities to get involved in sport and activity depend too much on your background, your gender, your bank balance and your postcode. We're determined to tackle this and unlock the advantages of sport and physical activity for everyone.

We're here to invest in sport and physical activity to make it a normal part of life for everyone in England, regardless of who you are. Together, we can change lives for the better in every home, and in every community, right across the country.



# Our values

Our values define who we are as an organisation and highlight what we do to go the extra mile to set us apart. From creating an organisation we all enjoy, believe and thrive in, to creating a positive employer brand and effective partnerships with our stakeholders.

Our values are embedded in everything we do.



# Purpose of Market Engagement

Sport England is seeking to commission a national leadership development offer, “Leading the Movement” to support our ambitions to tackle inequalities in sport and physical activity as outlined in ‘Uniting The Movement’.

## **The purpose of this session is to:**

- Alert the market to a potential opportunity
- Provide an overview of the proposed tender and x4 Lots
- Test the scope and feasibility of our requirements to help confirm our priorities for the Brief/ ITT
- Seek feedback in order to refine our requirements

*Our mission is to tackle stubborn inequalities that exist across the sport sector*

# Rules of Engagement



Please ask questions within the Question and Answer Session at the end, or in the chat

All questions and respective answers will be noted. As the process develops we may re-share updated answers

All material from this session will be shared via the e-sourcing portal and cascaded to suppliers within any resulting procurement exercise

# Procurement Timetable

Issue Invitations To Tender – 1 March 2024

Submit tender responses – 8 April

Presentations with shortlisted suppliers – 9-13 May

Appointment decision – 1 July

Contract Start – 1 September

Set up stage – Sept-Oct

**Delivery** – Full delivery for Lots 1A (Knowledge Hub), 3C (Coaching & Mentoring) and 4D (Impact, Evaluation & Learning) by 1 Jan 2025 at latest, and 2B (Place-based Leadership) by 1 March 2025.

# Consortia Arrangements

Consortia bids will be accepted (group of bidders coming together)

There will need to be a nominated 'lead member' to take responsibility for submission and liaison during Tender process

Bidders will have to evidence technical and professional ability but no requirement to have worked together before

Specific criteria will be set out in the ITT

If you would like to be connected to other organisations, please let us know via the feedback mechanism

# Next steps

The Procurement will be published by via the Sport England e-tendering portal

All material from this session will be shared via the e-sourcing portal

This session will be used to refine requirements with a view to proceed to procurement (Sport England reserves the right to discontinue the process at any time and this exercise does not commit Sport England to conduct a procurement process or a particular route-to-market)

Bidders will have the opportunity to ask clarification questions when the tender is published.

# Data protection

Sport England takes data protection seriously.

To ensure the protection of data and positive relationship building across all 4 Lots/Suppliers and the in the support of the individual users, we know there will be significant data requirements as part of this work.

Any Data requirements will be included in the procurement documentation

# Why Leading the Movement?

Sport England recognises the profound impact of the people in our sector, in every role, both paid and voluntary, in helping others be active. This commitment is in our strategy Uniting the Movement and our Implementation Plan



## **REALISING THE POWER OF PEOPLE AND LEADERSHIP**

The people who spend their time helping others to be active are our most precious resource and their potential is limitless. They're the key to adopting and achieving the ambitions in this strategy.

**BY**  
**2025**



## **A diverse network of leaders, volunteers and professionals**

There'll be a broader diversity of leaders, volunteers and professionals across sport and in key related sectors that 'think physical activity' in all that they do.

Connected through networks, they'll exchange information and learning, work on shared challenges, and develop the skills they need to champion inclusive sport and physical activity in their networks and beyond. Access to networks and professional development will be encouraged in order to bring through new and more diverse leaders.

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# Creating a Community of Leaders

## The story so far....

### **Leadership Essentials (2011-2024)**

Developed in collaboration with the Local Government Association, national programme initially aimed at councillors.

Expanded in 2018, with addition of an accompanying Officer programme, aimed at leaders/aspiring leaders from local authorities, leisure trusts and Active Partnerships.

Designed to support leaders challenge their thinking, practices and create change.

### **Leading for Renewal (2021-23)**

Leading for Renewal was part of Sport England post-pandemic support to our national partners. Recognising the need for leaders to access support to help them build back from Covid in a more inclusive and sustainable way.

## Objectives;

- Champion leadership development and learning culture,
- To increase and retain the proportion of leaders from diverse backgrounds,
- For those leaders reached through the programme to feel better equipped to tackle inequalities in their work and the sport and activity system,
- For leaders, within and beyond the programme, to work together to embed inclusive sport and activity in society/their system.

# Leading the Movement

# A new interconnected offer

Knowledge Hub

Coaching &  
Mentoring

Place-based Offer

Impact, Evaluation  
& Learning

# Scope

Aspiration of 4.5-year commitment with up to £6m, *inclusive* of VAT.

- Knowledge Hub, approx. £800,000–£1.1m
- Coaching & Mentoring, approx. £2m
- Place-based Offer, approx. £2m
- Impact, Evaluation & Learning, TBC

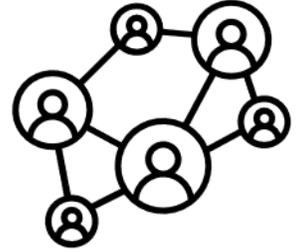
\*figures are inclusive of VAT



# With a focus on supporting leaders in tackling inequalities in sport and activity

Through a focus on systems leadership and equity, diversity and inclusion

# 1A Knowledge Hub



1. This role communicates and connects the customer journey through all the offers
2. The Hub will proactively engage and build relationships with existing and emerging networks, communities of practice and peer support for customers to continue their journey
3. The Hub will host the co-design group and convene all the suppliers and Sport England to continually reflect and respond to user need
4. The Hub will offer free-to-access webinars, newsletters, share articles, podcasts etc to promote understanding of tackling inequalities and to develop skills and confidence to do this.

# A focus on the Knowledge Hub

This is a new element to our work. It is in response to feedback, that users want a joined-up experience and a coherent offer. Communications, marketing and coordination of the whole offer will be driven by the Knowledge Hub with support from the other suppliers & SE.

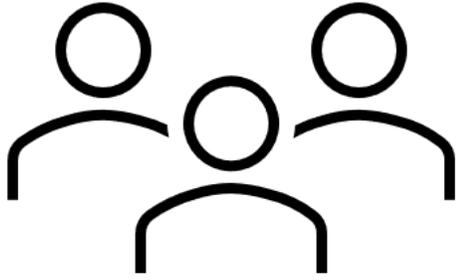
The Hub will also host the co-design group and ensure inclusion, learning, and feedback are at the heart of all the work.



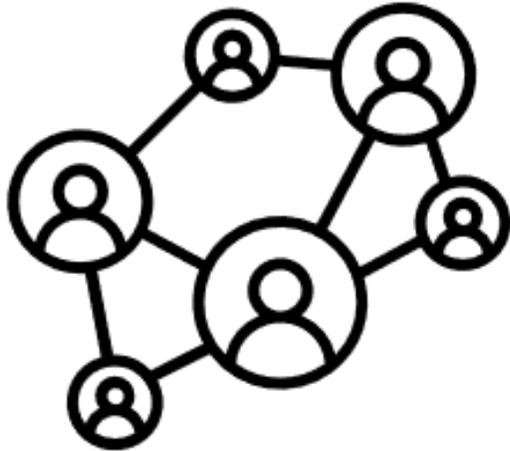
- Coordination of all supplier meetings, and with SE
- Host the co-design group, ensuring inclusive feedback and learning loop across all elements
- Significant stakeholder engagement, reaching out and connecting to existing networks and peer-groups
- First point of contact for users, supported triaging based on need
- Work with suppliers and SE to ensure high-quality user-experience, with clear data permissions
- Communication and marketing out to users and the sector, coordinated with suppliers and SE
- Host, curate and create learning content, such

## **A focus on the Knowledge Hub (1A)**

approx. £800,000–  
£1.1m, inc VAT over 4.5  
years, contract starting  
1 Sept 2024, through to  
31 March 2029



This may be best suited to a Consortium of suppliers as this role is broad, there is technology, communications, marketing, stakeholder relationships, outreach and content curation and production.



This will also need to be one of the first elements up and running and would expect to iterate and develop over time.

# 2B Place-based Leadership Offer



1. Delivery of place-based leadership programmes for new Sport England Place Partners from 2025.
2. Delivering tailored local programmes that bring together partners from across the public/private/third sector and beyond in a place.
3. Increase in the capability and capacity of people in places where Sport England is investing.
4. Increase in the number and diversity of facilitators trained to deliver local leadership programmes.

# A focus on Place-based Leadership

Leadership Development is a key part of the place-based approach embedded in Sport England's Uniting the Movement strategy.

Through this work Sport England is seeking to support a growing understanding of systems approaches, whilst convening and creating local networks, building the momentum for collaborative working, inspiring individuals, organisations and places to activate change, and adopt approaches that will support communities to live active, healthier lives.



- This work closely aligned to Sport England's wider **Place Expansion** commitment and programme...
- *in order to to focus our investment and resources on the communities that need it most, we'll significantly increase the number of places across England that we partner with and invest (SE Implementation Plan 2022-2025)*
- £250m investment over next 5 years to expand our place-based work, with £190m of this focused on additional 80-100 places which have greatest need



- seeking a provider to deliver place-based leadership programmes for Sport England Place Partners
- *central requirement*– supporting new Sport England Place Partners with a local leadership programme, in the early phase of their work
- anticipate provider delivering ~70–80 local leadership programmes.

## A focus on Place- based Leadership

approx. £2m, inc VAT  
across ~4 years,  
anticipate contract  
starting 1 Dec 2024,  
delivery from 1 March  
2025 through to 31  
March 2029.

## Potential components of a local leadership programme

- Convene partners from private, public and third sector/services in a place, to learn more about systems leadership, new approaches to tackle inequality and co-design practical applications
- Tailored to the need of each place and collaboratively designed with colleagues from a local area
- Innovative learning approaches that cover key topics
- Experienced and engaging deliverers (facilitators)
- Largely delivered 'in person and in place'. Some more flexibility around follow-up sessions



# Final Considerations

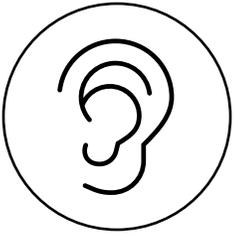


- Still a new area for us thus... really welcome your innovation and use of insight
- Surfacing of learning/impact to adapt and improve crucial
- Something not solely for our Place Partners- how can a provider contribute to a Place Universal Offer
- Key outcome to consider- increasing in the number and diversity of facilitators trained to deliver local programmes

This is exciting! From the ground up, working with local organisations and communities... building capacity and capability.



# 3C Coaching & Mentoring



1. Deliver 1:1 or small group coaching and/or mentoring
2. Balance supporting current senior leaders and Board members as they work to tackle inequalities across the Sport and Physical Activity (SPA) system, and also emerging leaders from diverse backgrounds
3. Work with Knowledge Hub, co-design group and others to develop best practice for timely and impactful support, such as, those stepping into new senior roles.

# A focus on Coaching & Mentoring

This will deliver a bespoke offer to support to a defined number of individuals, teams and groups in Sport England's System Partners (i.e. national governing bodies, active partnerships and other funded organisations). This includes paid staff and Board members working to tackle inequalities in their roles and emerging leaders from diverse backgrounds.



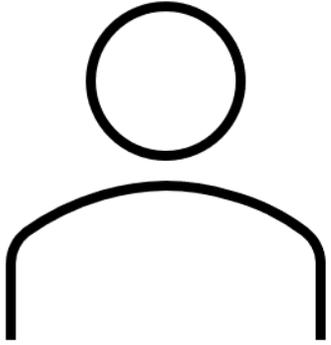
Sport England will welcome submissions from tenderers which demonstrate innovation and proposals for new approaches which are evidence-led.

It is likely that the offer will be a combination of 1:1 or small group coaching, 1:1 or small group mentoring, over a defined period, with appropriate follow-up sessions.

The supplier will work with the Knowledge Hub, co-design group, other suppliers and SE to continue to respond to user-needs and ensure the focus on tackling inequalities in the work.

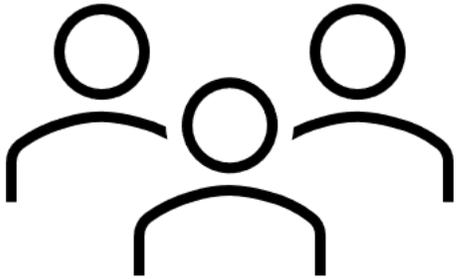
## **A focus on Coaching & Mentoring**

approx. £2m, inc VAT  
over 4.5 years, contract  
starting 1 Sept 2024,  
through to 31 March  
2029



I am a new CEO in a System Partner organisation, I am working with my Board and Senior team to embed ED&I practices to make our offer more inclusive. I think I am tackling inequalities but would like some help.

Apply for 1:1 coaching



We are a group of Board members and senior team members tasked with oversight of our organisation's delivery of UTM. We are doing well, but would like help becoming sector-leading in our approach.

Apply for senior team/Board coaching

And then let's think about what network of support you might need

# 4D Impact, Evaluation & Learning



1. Development of a theory of change to map against ambitions to tackle inequalities
2. Clear understanding of the on-going impact of programme and investment; and
3. Gathering of evidence from standardised data capture;
4. Sharing of learnings to support the iteration of the programme.
5. Knowledge Hub, Coaching & Mentoring and Place-based Offer suppliers will be responsible for data, capture, reporting and sharing some learnings
6. This role requires connection into other existing evaluation contracts.



# Impact, Evaluation & Learning supplier

- Overseeing and coordinating collating data, analysis, reporting and sharing learnings
- Develop a Theory of Change aligned with existing, complementary work, to understand impact against tackling inequalities
- Design and roll out appropriate qual. and quant. data capture, such as pre-, post- and follow up surveys
- Direct engagement with users to conduct deep dives
- Work with co-design group, suppliers and SE to build in learning and continuous improvement

# Our vision is clear

Together, we won't stop until everyone has the opportunity, the inspiration and the freedom to get moving.

You can help us do this.

**Thank you** for your interest.



**Any  
questions,  
thoughts  
and ideas?**