

London Sport are looking to procure an agency or consultant to provide London Sport advice on how to improve internal ways of working as part of their new Strategy

1. Invitation to Quote or Bid:

- 1.1 The purpose of this document is to invite tender Quotes or Bids for an agency to improve internal efficiency through reviewing and improving ways of working which support the implementation of London Sport's new strategy.
- 1.2 The contracting authority and manager of the project is London Sport.
- 1.3 Quotes or Bids are invited from suitably qualified individuals, collectives or organisations.
- 1.4 This document constitutes an invitation to quote or bid for the work. Subsequent sections describe the background to the project, the work to be done and our expectations.

2. About London Sport:

- 2.1 London Sport is a charity that exists to help all Londoners live longer, healthier and happier lives through being active.
- 2.2 Our focus is on children and adults in the most deprived communities who face the greatest challenges of inequality.
- 2.3 With physical inactivity responsible for 1 in 6 premature deaths, we want to help every Londoner find their way to move more.
- 2.4 We are supported by Sport England and the Mayor of London, and collaborate with London's local authorities and other organisations, to provide better access to sport and physical activity across the capital.

3. Project Overview:

3.1 London Sport require support to improve internal ways of working. London Sport has a Senior Leadership Team (SLT) comprising CEO + 4 Directors, an Operational Leadership Group (OLG) of circa 15 staff, with the remainder of the team made up of managers and officers. Staff work in a hybrid model, with 2+ days per week in the office.

There are 4 directorates

- PASD, who deliver the majority of London Sport's project work
- Insight & Innovation, who evaluate impact and lead London's Sport data work
- Fundraising, Marketing & Communications, who lead our advocacy work
- FPG, who provide Finance, Operations, HR and Governance support

London Sport's work is thematically based around three focus areas – health, active environments and community sport. There is also a focus on working in specific areas of London. Consideration is needed of how to balance and manage working within groups and cross functional working between groups, together with the flow of information from SLT to OLG to managers/officers and vice versa. Internal teams typically have an agreed working day to be in the office but these do not overlap so extended periods without face to face contact between colleagues from different groups is common.

London Sport has a staff led group (Best Place to Work) that have identified issues around current ways of working that could potentially be improved, including but not limited to

- The amount of meetings and the efficiency of them.
- Capacity management and sharing work equitably between employees
- Addressing the challenge of staying motivated when there is a lack of immediate visible progress and impact due to the long-term nature of many of London Sport's projects.
- A need for clearer and more final decision-making processes, to reduce work being slowed down and losing momentum.
- Enabling critical work to be completed more quickly and effectively
- Internal communications and feedback processes

4. Expectations:

We would expect the following from any organisation appointed

- Commitment to an in-person / office based presence for relevant elements of the review
- Respect organisational data by being confidential, sensitive and GDPR compliant
- Ongoing contact and agreed follow ups to support implementation and measure progress
- Gathering input from all levels across the organisation
- An organisation that values, understands and is committed to EDI

5. Skills and Experience:

- 5.1 Demonstrable experience of having worked with charities or similar sized organisations to improve ways of working (London Sport: headcount of circa 60 employees and turnover of circa £4.5million).
- 5.2 Understanding of the importance of reflecting the diversity of London within our staff team– noting in particular ethnicity, disability, neurodiversity and gender. Any recommendations will take into account the unique make up of our workforce and the particular needs of staff.
- 5.3 Knowledge of the workings of a charity and the regulatory frameworks that charities work within.

6. Management and Organisation:

- 6.1 The work of the commissioned organisation will be overseen by representatives of London Sport. The main point of contact will be the Head of Operations.

- 6.2 The commissioned organisation will be required to regularly engage with, consult with and report back to representatives from London Sport.

7. Format of Responses Required:

- 7.1 An outline of the approach that will be taken
- 7.2 A detailed methodology
- 7.3 Details of the individual(s) who will lead, manage and deliver the project including details of their experience, training and knowledge of the areas
- 7.4 Detailed breakdown of costs including any optional / variable elements
- 7.5 Detailed plan of how the findings would be presented back to London Sport as a whole and the various working groups within the organisation.
- 7.6 A realistic timetable for the project will be created with the preferred supplier but all work will be delivered by March 2025.
- 7.7 Quotations should include background material to demonstrate the previous relevant experience and range of work of the consultants have been involved in.
- 7.8 Quotations should also include contact details of two referees from previous work.

8. Contract Value

The estimated value for this contract is between £10,000 - £17,500 inclusive of VAT and all expenses.

Please note that the decision will be taken on which proposal reflects the best overall value and quality of what is proposed and London Sport reserves the right not to take a decision purely based on price. All proposals will be scored and evaluated before shortlisting up to three applicants for a meeting.

Please note there may be multiple tenders issued at London Sport for different projects and agencies can bid for multiple projects – if there are cost savings in bids through multiple contracts please indicate this on all separate proposals.

9. Estimated Timescales:

Task	Deadline
Proposal required from agency	24 th November 2024
Shortlisting by London Sport panel	25 th -27 th November 2024

Meet with shortlisted agencies	Week commencing 4 th December 2024
Decision made by London Sport	20 th December 2024
Project initiation & any associated refinement of methodology plus contract signing	6 th January 2025
Project delivery period	January-February 2025
Final project completed for London Sport	31 st March 2025

Thank you for your time, if there are any queries please contact Laureece Simmons,
laureece.simmons@londonsport.org

All proposals must be submitted to laureece.simmons@londonsport.org by 23:59 on 24th November 2024.