**Black Country Place Based Pilot: System Change Partner**

**Introduction**

The Active Black Country partnership is the Active Partnership (AP) operating as the strategic lead for Sport and Physical Activity across the Black Country region. We are a core team who are passionate advocates of the health, social and economic benefits of sport, physical activity and play for our residents. The partnership is hosted by the Black Country Consortium (BCC Ltd) as its accountable body and employer.

The Black Country is a region in the heart of England that is home to 1.2 million people over 356km² across the four local authority areas of Dudley, Sandwell, Walsall and Wolverhampton (who are 4 of the 7 constituent members of the WMCA). It is an area proud of its industrial past and technological future and embraces its demographic diversity as a key component of the area’s character and strength. It’s also a place that’s aware of its considerable challenges.

The lives of Black Country residents are determined by a unique set of characteristics, including high levels of deprivation, low skill levels and high unemployment. The correlation between deprivation, unemployment, physical activity levels and higher health inequalities is well defined, with over half of residents living in the top twenty percent of areas of deprivation, the health of people across the Black Country is largely negatively driven by socio-economic status.

The diverse population has more women living here than men, and 23% of the population from Black and Minority Ethnic (BAME) origins, compared to the national average of 15%. It has a wide selection of faith groups across the region but with a marked difference in representation across the four boroughs’ varied communities.

Sport England research has established a clear correlation between a person’s socio-economic status and their activity levels. Active Lives Survey data demonstrates that 33.1% of Black Country adults are classified as *Inactive*, meaning they do less than 30 weekly minutes of moderate intensity activity. The national average is 25.1% and it would require an additional 73,476 residents being active for the Black Country to be on a par with the rest of the country.

Active Black Country recognises the scale and complexity of the challenge across the Black Country and acknowledges there are complicated and acute reasons as to why many people aren’t participating in sport or being more physically active.

**Context for Black Country Pilot Tenders**

Creating transformational change in activity levels is more likely to happen if we can work across sectors in a co-ordinated way to maximise impact with a common purpose. The recognition of building in approaches to encourage active lifestyles into major infrastructure and transport developments is a significant step on this journey.

Previous learnings from a number of pieces of insight demonstrates that people from lower socio-economic communities are faced with a number of barriers to being active, over and above issues related to disposable income, including low motivation, lack of confidence and poor understanding of the pathways to being active.

Black Country Consortium Ltd have been successful in securing an additional £150,000 from Sport England, via West Midlands Combined Authority, to work in partnership with the 4 Black Country Authorities and WMCA to pilot a community asset-based approach within 8 priority wards to test alternative approaches to reduce physical inactivity. The funding used to develop better understanding of residents’ needs, provide additional capacity to implement a community prescribing campaign and expertise to support and develop a framework for place-based change.

The pilot will seek to develop wider, collaborative partnerships to create a varied and integrated sense of place, making the best use of assets within communities, exploring how all parts of a community can better work together to get people active, healthier and happier.

Critical to achieving the above will be the Identification of the systemic, structural, cultural disadvantages currently preventing people being active that need to be tackled from the perspective of local residents, community organisations and local strategic partners.

The emphasis for the Black Country Pilot is on a longer-term ambition to use the insight gained to lever further investment and identify how services could be developed and adapted to better meet the needs of communities we represent.

Three separate tenders will be commissioned as part of the Black Country Place Based Pilot;

1. Resident & Stakeholder Engagement
2. System Change Partner
3. Monitoring & Evaluation

**Brief Purpose**

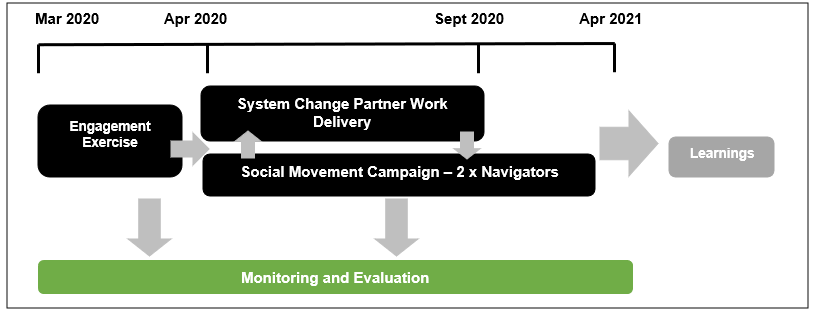
**This brief is to invite tenders for a ‘system change’ consultancy to support local partners develop a sense of purpose and framework for place-based change.**

The appointed consultant will;

1. Work with strategic and statutory partners to build capacity and develop a shared purpose to develop future approaches to reduce physical inactivity and contribute to wider socio-economic outcomes.
2. Work with local officers and other pilot stakeholders, particularly the Residents Engagement and Monitoring & Evaluation partners, to support the wider partnership to develop a ‘way of working’, bringing together statutory and non-statutory partners to develop a more integrated sense of place and embed activity into the lives of local people.
3. Helping create the **culture and platforms for future place-based change,** identifying how Black Country partners can make the best use of community assets to get people active and lead to better outcomes in a place.

Three briefs have been prepared in relation to this project. Figure 1 summarises the relationship of work schedules.

**Figure 1: Relationship of Work Schedules**

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The relationship, transition and connectivity between the various elements of the individual tenders is critical to the success of the pilot.

The initial community engagement exercise across priority ward areas will inform all other elements of the pilot.

The community navigators will seek to create strong links with the priority audiences across the priority wards, using the findings from the resident’s engagement to further broker local connections and enhance existing activity. The connectors work will feature a community based social prescribing campaign that will take into account the distinct needs of each locality and complement work already underway.

The appointed System Change Consultant will work with all statutory and strategic stakeholders to build capacity and develop a sense of shared purpose to make the best use of community assets, building understanding of individual, social, environmental and policy factors to support future collaboration. Their engagement coupled with the initial findings from resident’s engagement exercise, the work of the connectors informing the production of a place-based framework.

A separate monitoring and evaluation contract will evaluate the overall approach of the pilot at each stage.

**System Change Brief**

We want to be able to articulate what the local system needs to look like for it to be truly collaborative – incorporating different perspectives. To support this we are seeking a ‘system change’ specialist to explore and identify the systemic shifts required locally to make it easier for people to be active every day, enabling better outcomes for priority audiences and support regional collaboration.

The partner should be able to help Black Country stakeholders understand and repurpose the local system;

* Identify the types of systemic, structural, cultural disadvantages that need to be tackled from the perspective of strategic and statutory stakeholders, supported by consultation with community organisations and the resident’s engagement tender.
* Build capacity and readiness across the region through configuring partnerships and relationships around a sense of shared purpose to tackle inactivity and contribute to better outcomes for local people and communities.
* Help create the **culture and platforms for place-based change**, building understanding and readiness to engage and work with national funders and **residents across priority communities.**
* Consider how the collective power of the system can be mobilised to address a common cause, developing collaboration between local government and statutory partners, non-statutory partners and with community partners.
* Identify the key building blocks/ingredients required across the Black Country, outlining a set of operating principles for collaboration to underpin all work going forward.
* Explore the individual, social, environmental and policy factors within the Black Country that are influencing behaviours, find out what works to engage them and build our collective knowledge and understanding about their lives, fears and barriers to change.

We anticipate the project work will be delivered across three stages:

1. Orientation and mapping
2. Diagnostic
3. Conclusions and development of Black Country Framework.

Existing work to date between Black Country Consortium Ltd, Active Black Country and Black Country Authorities has included asset mapping to understand place, engaging stakeholders to establish a collective vision for a locality, identify new collaborative operating principles and establish the readiness and infrastructure to support collaboration.

The resident’s engagement work has already started, we anticipate the System Change work to commence in April 2020 and conclude in September 2020.

**Outputs of Brief**

1. An ‘audit and health check’ of the existing infrastructure required in relation to system change to strengthen partnership working to achieve the outcomes of the Black Country Pilot.
2. A place-based framework that provides practical recommendations on how to build system capacity and to strengthen new ways of working to achieve strategic objective and support wider outcomes.

**Requirements and Assumptions**

The successful tender for this piece of work will be able to demonstrate;

1. An understanding of the work that needs to be carried out via a detailed and costed methodology and two references from similar contracts
2. Any interested organisations should have relevant experience of system change, an understanding of the inhibiting and enabling factors that contribute to positive change and Asset Based Community Development.
3. The capacity to deliver, via profiles of the project team including qualifications and the roles they will play.
4. The appointed Consultant will be responsible for producing their own detailed programme for carrying out the work.

**Constraints**

1. All Documentation produced will be the property of Active Black Country Partnership.
2. The organisation needs to ensures it complies with Black Country Consortium Ltd policies and practices.
3. The appointed consultant(s) will report on progress in achieving the work programme, emerging priorities and issues at pre agreed milestones to Black Country Boards and WMCA steering group.

**Budget**

£25,000.00 inclusive of VAT

**Timescales**

It is expected that this piece of work will commence in November 2019 and be completed in March 2021.

**Contact**

The main contact for this piece of work will be Ian Carey – Active Black Country Director  
[ian\_carey@blackcountryconsortium.co.uk](mailto:ian_carey@blackcountryconsortium.co.uk) 01384 471137

**Tender Submission**

In order to apply you should submit a proposal including:

1. An outline of your proposed approach and methodology to fulfil the scope of the tender.
2. A supporting statement detailing your organisations relevant experience and suitability to undertake the work.
3. A breakdown of the key people who will be involved in completion of the work, their background and summary of recent career history.
4. A breakdown of the proposed budget, including respective day rates.

Please send your proposal to: [ian\_carey@blackcountryconsortium.co.uk](mailto:ian_carey@blackcountryconsortium.co.uk)

Submissions must be received by 5pm 17th October 2020.