



Black Country Place Based Pilot

System Change Partner

Introduction

The Active Black Country partnership is the Active Partnership (AP) for the Black Country, 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. In turn, BCC Ltd is also the host organisation for the Black Country Local Enterprise Partnership who are a non-constituent member of the West Midlands Combined Authority (WMCA).

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. Previous learnings indicate that inactive people in the Black Country don't consider themselves to be 'hard to reach' – they consider themselves to be let down by the opportunities available to them and it is increasingly evident that the existing system surrounding the lives of Black Country residents is failing to embed physical activity into the fabric of their everyday routines.

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, either deliberately or incidentally. It is therefore imperative to develop evidence-based solutions to address activity levels in the area.

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.

Developing the relationships and understanding between sport and leisure services and commissioners of health, social care and children's services (amongst others) will enable us to generate better outcomes for local people and communities.

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 to test alternative approaches to tackling physical inactivity and develop a framework for place-based change that responds to the needs of local Black Country communities.

The investment will be trialled in 8 priority Black Country wards aligned to the existing growth corridors with the learnings informing future planning and policy.

The funding will be 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.

Active Black Country along with Black Country Local Authorities and WCMA are seeking an organisation (s) to work with them on this exciting pilot;

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.

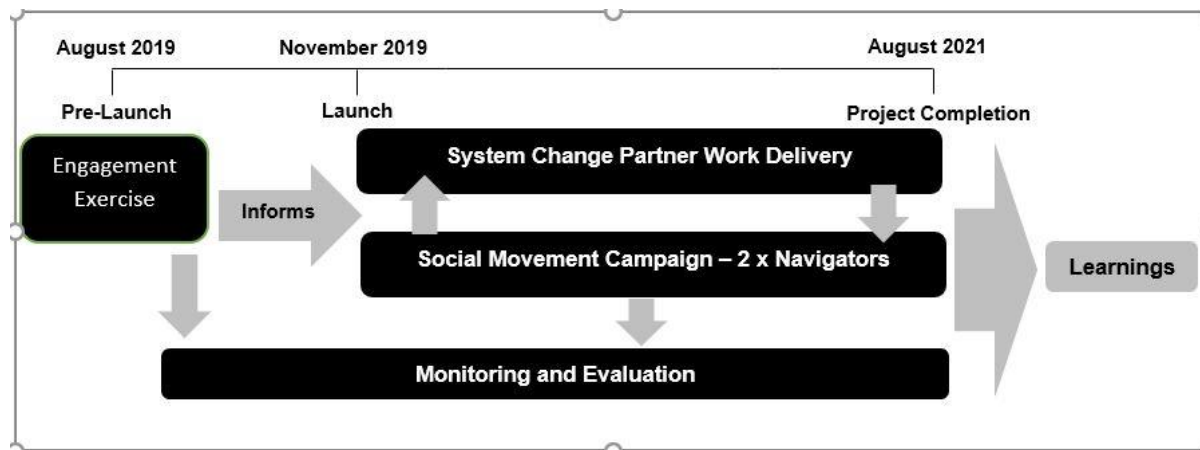
The appointed consultant will;

1. Build capacity and infrastructure across the region through configuring partnerships and relationships around a sense of shared purpose to make the best use of community assets and lead to better outcomes in a place.
2. 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.
3. Helping create the culture and platforms for place-based change, building readiness to engage and work with residents across priority communities.

The framework will be applied and used in other areas that can support strategic system change and can evidence to Local and National funders that Black Country stakeholders have a collective vision and way of working to drive forward transformational change.

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

Figure 1: Relationship of Work Schedules



The initial community engagement exercise across priority ward areas will inform all other elements of the pilot. The community navigators' approaches will support local approaches in the priority ward area and will feature a community based social prescribing campaign that will take into account the distinct needs of each locality and compliment work already underway. The appointed System Change Consultant will work with all stakeholders to build capacity and infrastructure developing a sense of shared purpose to make the best use of community assets and lead to better outcomes in a place. A separate monitoring and evaluation contract will evaluate the overall approach of the pilot.

System Change Brief

We are seeking a 'system change' specialist to explore and identify the shifts required locally to reduce physical inactivity, enable better outcomes for priority audiences and support regional collaboration together with a range of partners to create a more integrated sense of place.

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 reflect the principle that collaborative infrastructure should enable more equal relationships between different stakeholders.

The partner should be able to help Black Country stakeholders understand and repurpose the local system providing the understanding and connections across targeted priority ward areas and help;

- 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.
- Highlight existing community led interventions and innovative solutions which address the issues that lie at the heart of the region's low levels of inactivity and participation in sport.
- 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.

- Develop a workshop/training programme with local Black Country partners to develop understanding of whole system change locally, helping build a detailed and deeper understanding of the key building blocks and relationships between different stages.

The project work will be delivered across three stages:

1. Phase 1: Orientation and mapping
2. Phase 2: Diagnostic
3. Phase 3: Conclusions and co-design of next steps

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.

Stakeholders

- West Midlands Combined Authority
- Dudley MBC
- Sandwell MBC
- Walsall MBC
- City of Wolverhampton Council
- Black Country Consortium Ltd
- Active Black Country
- Black Country Together

Outputs of Brief

1. An 'audit' of the system infrastructure required for system change to strengthen partnership working to achieve the outcomes of the Local Delivery Pilot in each of the three geographic areas.
2. A route map that provides practical recommendations on how to build system capacity and capability to strengthen new ways of working to achieve these outcomes.

Outcomes of Brief

It is envisaged that this work will contribute to two wider outcomes;

1. A greater understanding of stakeholders and partner towards Asset Based Community Development to tackling physical inactivity.
2. An understanding of the system levers, networks and influence locally

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 enable 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 ensure 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
01384 471137

Tender Submission

In order to apply you should submit an outline:

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 note that applications can only be considered if all the documentation is complete. Please send your application, preferably in MS Word format by email to:

ian_carey@blackcountryconsortium.co.uk

Submissions must be received by 5pm 18th October 2019.