

INVITATION TO TENDER

Title: Place Expansion MEL Partner Kirklees

Deadline for questions: Monday 20 October 9am

Deadline for receipt of tender proposals: Thursday 30 October 9am

SECTION I: BACKGROUND

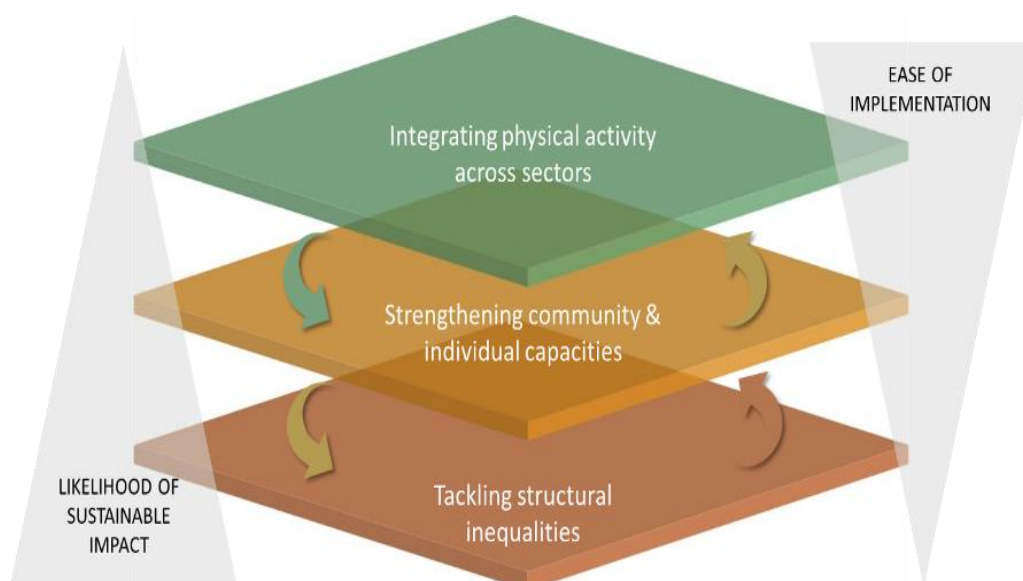
The Sport England Strategy [Uniting the Movement](#) emphasizes the need to tackle stubborn inequalities in physical activity. Currently being active relies too much on “a person’s background, gender, bank balance and postcode”. Sport England, along with many other national and local organisations, groups and individuals are working to address this issue. There is a growing recognition there are no simple fixes, and addressing inequalities requires residents and workers to take coordinated action across multiple influences. With the aim of tackling these inequalities, place-based approaches (PBA) and who systems approaches (WSA) have been actively funded and implemented. This includes the original [12 Sport England Local Delivery Pilots](#) and the [subsequent 100+ new places](#).

PBA – Action to strengthen communities and initiatives rooted in distinctive local characteristics.











WSA – Actions across multiple layers of society to achieve aligned purpose. Intersections and interactivity between these courses of action. Active influence of context.

Three key areas of common practice have emerged from the places actively involved in evaluation and learning, as part of the Sport England National Evaluation Learning Partnership (NELP). These interlinked practices or areas of action are:

- Integrating physical activity across sectors
- Strengthening community and individual capacities
- Tackling Structural Inequalities



Ten conditions have been identified as important to have in place for tackling inequalities in physical activity. These conditions represent the current understanding and are based on learning from across Place Partnerships and existing literature.

 <p>Physical environments that enable wellbeing and physical activity</p>	<p>The local natural and built environments encourage activities which are appropriate, accessible, affordable, and safe.</p>	 <p>Co-production, local people-led initiatives (community power)</p>	<p>Physical activity strategies are anchored in community priorities, initiatives, and assets. The community are at the heart of the work and can lead initiatives.</p>	 <p>Capacity and capability across the workforce, volunteer and in communities</p>	<p>There are strategies to recruit, reward or build skills, attributes, values, mindsets, knowledge, networks, and capacity for responsive, place-based systemic, and collaborative working to enable physical activity.</p>
 <p>Identifying the barriers and enablers of physical activity in the local context</p>	<p>There is a process in place for developing an understanding and shared knowledge of what supports or prevents people being physically active within the local context.</p>	 <p>Distributed and collective leadership</p>	<p>People in all roles are valued, recognised and supported to make a difference towards enabling active lives by distributing traditional leadership actions, using existing influence and sharing decision making.</p>	 <p>Collaboration within and across organisations</p>	<p>Collaborative, cross-sector relationships with trust, shared purpose and honesty. Joint working and strategy to tackle physical activity inequalities.</p>
 <p>Cultures and practices for wellbeing and physical activity</p>	<p>There is a culturally inclusive social environment for physical activity that enables people to have the freedom to be active in ways that suit them.</p>	 <p>Addressing inequality and intersectionality</p>	<p>People develop, deliver, and evaluate policies and practices that take into account and address the power dynamics that disadvantage people with characteristics, identities and/or lived experiences.</p>	 <p>Facilitative processes for agile collaborative working and proportionate, representative governance</p>	<p>Embedding processes in organisations that support collaborative working and tackling physical activity inequalities. This includes decision-making, strategy development, policy and practice.</p>
 <p>Cycles of learning and action</p>		<p>There are appropriate methods and processes in place to generate data and reflections, articulate and understand issues, and improve the design of the systems affecting physical inactivity.</p>			

For more information on NELP please visit their evaluating complexities website [here](#).

SECTION 2: KIRKLEES CONTEXT

The work in Kirklees is vital to aid understanding of what communities really need in order to move around more and gain the health benefits from doing so. The opportunity the work brings to really get underneath the barriers to physical activity and work with communities to design solutions that work for them is incredibly important. The work comes at a point in time with the recent publication of our Director of Public Health's Annual Report 2024-2025: Physical Activity Matters [\[Link\]](#). There is system level support for this work and a genuine excitement about what will be learnt.

Across Kirklees there have been a number of pieces of work in recent years to try to help increase levels of physical activity including:

- The Everybody Active Advisory Group (EAAG) has existed in various forms since 2001. Increasing amounts of partnership work is already taking place, but mostly has focused on the delivery of individual activities and interventions rather than systemic change.
- Whole system approach sessions in December 2019 which brought 30 system leaders to map complex systems affecting physical activity. While this created connections and excitement about potential change COVID came shortly afterwards.
- A wider systems leadership course in 2019 and 2022, for colleagues from across the health and care systems. Although not physical activity specific they align with the approach advocated by Sport England and therefore helped to prepare the ground for this work.

- Leadership Essentials 2 day event in June 2024 which was very successful and helped shape what went into the development award bid.

A few isolated pieces of funding such as Tackling Inequalities Fund, Active Through Football and We are Undefeatable so keen to look at how longer term, sustainable change can be achieved through effecting systems change.

[Click to see Kirklees' Development Award bid](#)

SECTION 3: SPECIFICATION

This evaluation will run for 12 months with the possibility of an extension to be discussed at a review point following the 12 month period to support with the work areas set out below. This support is required during the development award phase, which is expected to last 12 months, depending how quickly the work progresses to submission of the full award. Through this the aim is to seek to begin to understand how working at a hyper-local level within the context of a broader system impacts on better conditions for physical activity for all. It will feed into the national evaluation approach to better understand how we can tackle structural inequalities, strengthen community and individual capacities and integrate physical activity across different but connected parts of the system to achieve more sustainable impact.

The Evaluation Will

- Be simple in its design, adaptive and will evolve as the work progresses. There will be a degree of flexibility around the scope of this work with regular reviews with the evaluation partner.
- Be inclusive of diverse perspectives and include the voice of community partners, internal and external partners.
- Help people to tell their stories and use these to inform the work.
- Have a strong focus on equality and ensuring this is core to the work.
- Support local capacity and capability in evaluation and organisational learning, which may include facilitating process learning meetings
- Use a broad range of data sources and methods, appropriate for the evaluation questions and audience
- Combine a number of different approaches that will enable learning to be captured at a hyper-local and system level and be put into action as delivery progresses.
- Consider the context including recognising the setting and connected influences contribute to the success of initiatives and approaches.
- Ask why and be critical, supporting with highlighting what may or may not be working and why.
- Will fit in with and support the wider Sport England NELP

Requirements

The service being commissioned includes the following specific components:

Theory of Change

- The vision for the work in Kirklees is for it to be community led and system enabled. During the development award phase a Theory of Change needs to be developed which will set out how this will be done and will form the basis of the full award proposal. This will include the following:

- Developing an overall Theory of Change for the programme of work.
 - Understanding if an individual Theory of Change needs to be developed for each of the geographies that are initially being worked with (as stated above)
 - Understanding and setting out how communities, individuals and organisations in each of these communities will be worked with to understand their priorities and barriers and enable them to address these in sustainable ways.
 - Setting out how system partners are worked with and how to actively involve them in the work
- The aim is for the Theory of Change to be developed by as many people as practicable so part of the evaluation work will be to develop a plan as to how this is done and deliver against the plan.

Monitoring, Evaluation and Learning Plan

- Following the creation of the Theory of Change, it is important that the evaluator supports with developing the approach to monitoring, evaluation and learning to support the delivery of the work set out in the ToC. This includes identifying and application of appropriate approaches (e.g. ripple effect mapping, network mapping, surveying, focus groups) during the development award phase. This will then form the basis for the full award proposal.

Network and Ripple Effect Mapping

- The evaluator will create a baseline network map which can then be built on at the end of the development award phase and again in the full award phase.
- To pull together a plan around ripple mapping the development award phase and conduct workshops with relevant partners and stakeholders.

Community Consultation

- To support the team and local partners with a plan around community consultation, providing advice around questions and methodologies, data collection and supporting with analysis of the consultation data. This work aims to:
 - Listen and better understand the reality of communities
 - Identify challenges and barriers
 - Build trust

Reporting to Sport England

- It is expected that the evaluator will support with the capture of learning across the development award period and support the production of the evaluation and learning reports to Sport England as required during the development award phase.
- Support with the production of the recommendations report that will go into the full award application including:
 - Summary of findings of engagement and mapping work

- Understanding how trying out new approaches has worked or not worked and how this can be built on in the full award phase.
- Identifying key barriers to physical activity of the priority communities and the systems that create and perpetuate them.
- Define the priority communities
- Define the systems to work closest with
- Articulate the actions that will be taken to address systemic barriers, outputs and outcome expected to result from them and the assumptions that underpin the understanding of this process of change.
- A developed approach to measuring the success of individual projects/ interventions and assessing the cumulative impact at population levels
- Explaining how the ten conditions within the System Maturity Matrix will be further strengthened throughout the programme.

System Maturity Matrix

- For the evaluator to be part of the system maturity matrix discussion and support Kirklees with widening the number of people who support in the completion of this and how it is best delivered and pulled together.

The partnership are open to individual evaluation or research partners but would also welcome consortium bids, especially those who are working with local partners working within Kirklees.

Procurement and Project Timetable

Event	Date/Time
Tender Notice posted	Tuesday 7 October 2025 9am
Tender response deadline	Thursday 30 October 2025 9am
Interviews/ Clarifications (if applicable)	Wednesday 12 November 2025
Anticipated Contract of Award	Friday 14 November 2025
Anticipated Contract Start Date	Monday 24 November 2025

Bidders should raise any queries they have about the requirements by email to glenn.holdsworth@yorkshiresport.org. These should have the subject “**Invitation to Tender – Query**”. We will host all questions raised [here](#) (without disclosing the source of the enquiry) and all responses to all bidders unless it considers the information commercially sensitive. Our view on the issue of commercial sensitivity shall be final, the bidder raising the question will be asked to withdraw it if it does not agree with this assessment. Questions and responses will be available via the link above. **We request that submitted tender documents are a maximum of 10 pages.**

We will be shortlisting and inviting shortlisted companies to interview using the criteria outlined in this tender document. Tender submissions will be shared with the panel, including members from the steering group. In order to ensure that both YSF's and bidders' resources are used appropriately, we will only invite up to four (the ultimate number will depend on the closeness of scores) highest scoring bidders to attend an interview where an interview scoring matrix will be used. Scores will be moderated based on any clarifications provided during this meeting. You are responsible for all your expenses when attending such meetings. YSF reserves the right to vary all dates in this Invitation to Tender, to terminate this procurement process and/or decide not to award a contract.

Duration of Contract

The contract is anticipated to start on Monday 24 November 2025 and terminate on Monday 23 November 2026 upon receipt of the requirements within this contract.

Service Levels

You must propose Service Levels in your tender response for agreement with YSF. You will be required to comply with the SLAs above and any others suggested and agreed with YSF as part of the contract.

Escalation Procedures

In the event of a major problem, a list of contacts will be required to manage any problem to a successful conclusion.

Account Management

In performing the services required under this contract the supplier will report to Glenn Holdsworth, Development Manager for Kirklees and Leeds and James Brown, Director for West Yorkshire at Yorkshire Sport Foundation.

Day to day contact will be with the core group – named person is Sofie Armitage and YSF named contact Glenn Holdsworth.

Please specify in your proposal the named individual who will be responsible for the account management of this contract on behalf of your organisation.

Management Reporting/review meetings

Management and reporting to be agreed in liaison with successful bidder.

Contract Value

The maximum value of this contract is £25,000. This includes all VAT and expenses to be charged in respect to the contract.

Payment Structure and billing requirements

A payment structure will be agreed with the successful bidder. However, it is likely that payments will be made six-monthly on submission of appropriate invoices in line with the agreed schedule.

Evaluation criteria

You are required to respond to **ALL** of the criteria below. To assist our evaluation of your tender submission, please ensure you clearly cross-refer your responses to the assigned numbers. Any relevant supporting tender documentation must also be clearly identifiable by a criteria number.

(a) Quality Criteria

90% of the marks will be allocated to your response to the Quality Questions (table 1 below). Each question will be scored using the methodology in the table 2 below.

Your overall score for each question will be calculated by multiplying the quality score you receive with the weighting for that question, set out below. This score will then be divided by the total maximum available score for the Quality Criteria (325) and multiplied by 90% to get your final score for that question.

Example: assume Bidder A scores 3 for Question 1: the formula is $3 \times 15 = 45$, $45 \div 325 \times 90 = 12.5\%$

10% of the marks will be available for your Price Proposal. The methodology for scoring price is set out further below.

Your responses should be supported by evidence/previous successful implementation of proposed solution for meeting our requirements.

Please note – Though criteria are numbered, this does not relate to any order of importance

Table 1

	Criteria	Weighting
Question 1	<p>Outline your previous relevant experience of providing similar services including the following information in respect of each example relied on:</p> <ul style="list-style-type: none"> • Organisation Name • Length of contract • Value of contract • Reference contact details <p>Please provide references who we may contact to verify the information provided. Please also provide an example of some work you have done previously in terms of reports.</p>	15
Question 2	<p>Outline your approach to service delivery and detail how you will meet all our requirements in the requirements section above. As part of your response you must specifically address the following:</p> <ul style="list-style-type: none"> • How you will ensure you capture not just impact but learning of the project through the requirements detailed. • The evaluation model you propose to use. 	30
Question 3	<p>Project management and delivery specifically:</p> <p>Explain your methodology for contract implementation and why this approach is feasible and effective based on your previous relevant experience.</p> <p>Your response must include:</p> <ul style="list-style-type: none"> • a detailed project plan demonstrating your ability to meet our mobilisation timescales. • how you will meet our required service levels and any additional services. • your proposals for maintaining quality and providing management and reporting information. 	10
Question 4	<p>Team and Reporting Structure</p> <p>Demonstrate the quality and technical skills of the team members including managerial staff who you propose to undertake this contract if successful and explain how those members will have the skills and availability to provide the service to a high standard.</p>	10

	Your response should outline your reporting structure.	
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Scoring Methodology – Table 2

0	Poor	No response or partial response and poor evidence provided in support of it. Does not give YSF confidence in the ability of the Bidder to deliver the Contract.
1	Weak	Response is supported by a weak standard of evidence in several areas giving rise to concern about the ability of the Bidder to deliver the Contract.
2	Satisfactory	Response is supported by a satisfactory standard of evidence in most areas but a few areas lacking detail/evidence giving rise to some concerns about the ability of the Bidder to deliver the Contract.
3	Good	Response is comprehensive and supported by good standard of evidence. Gives YSF confidence in the ability of the Bidder to deliver the contract. Meets the Fund’s requirements.
4	Very good	Response is comprehensive and supported by a high standard of evidence. Gives YSF a high level of confidence in the ability of the Bidder to deliver the contract. Exceeds YSF’s requirements in some respects.
5	Excellent	Response is very comprehensive and supported by a very high standard of evidence. Gives YSF a very high level of confidence the ability of the Bidder to deliver the contract. YSF’s requirements in most respects.

(b) Price Criteria

10 marks will be awarded to the lowest priced bid and the remaining bidders will be allocated scores based on their deviation from this figure. Your total costs figure including VAT and expenses in the schedule of charges below will be used to score this question.

For example, if the lowest price is £100 and the second lowest price is £125 then the lowest priced bidder gets 10% (full marks) for price and the second placed bidder gets 11.25% and so on. $(25/100 \times 10 = 2.5$ marks; $10 - 2.5 = 7.5\%$)

The bidder with the highest score when the quality and price marks are added up will be the preferred bidder.

Schedule of Charges

If VAT is chargeable on the services to be provided this will be considered in the overall cost of this procurement contract.

Bidders shall complete the schedule of charges below estimating the number of days and travel and subsistence costs associated with their bid. The total fixed price will be inclusive of VAT and inclusive of expenses and all costs to be incurred.

Service	Quantity	Unit costs	Total
[You can insert budget headers if you think this will help. Staff costs, expenses etc]			
Sub-total			
VAT			

Total Price including VAT and expenses (this figure will be used to calculate your price score)			
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Notes:

1. YSF reserves the right to reject abnormally low tenders.
2. The Bidder’s total costs must not exceed **£25,000 inclusive of VAT and all expenses. Bidders whose costs exceed this amount will be excluded from further consideration in the tender process.**
3. You should not submit additional assumptions with your pricing submission. If you submit assumptions you will be asked to withdraw them. Failure to withdraw them will lead to your exclusion from further participation in this competition.

SECTION 3: INSTRUCTIONS TO TENDERERS

Please submit your tender offer in accordance with all of the instructions, requirements and specifications set out in the enclosed documentation.

You must treat these documents and any further information provided by YSF as confidential at all times and only disclose them if necessary to prepare a compliant response to the tender.

Nothing in the enclosed documentation or appendixes, or any other communication made between YSF and any other party, can be considered a contract or agreement at this stage.

Compliance

YSF reserves the right to disqualify or reduce the evaluation score of any tenderers who do not fully comply with the requirements in the tender documentation, in particular the closing time and date.

YSF reserves the right to evaluate proposals on a variety of criteria. The tender with the lowest price will not automatically be accepted.

The expected terms and conditions of this contract are attached to this contract as an appendix.

Validity of offer

You must offer your tender for acceptance for 60 days from the deadline for tender submission.

Please note that by submitting a tender response for consideration you are confirming that, as an officer for the company/organisation that you represent, you have read and understood the tender documents and that your offer to YSF is open for acceptance for 60 days from the tender closing date.

Tendering

If we need to amend any tender documents before the closing date, we will write to you with any changes. If we extend the deadline for tender responses, we will advise you.

YSF reserves the right, in its absolute discretion, to cancel or suspend this tender process at any time and for any reason. If we need to do this we will notify you in writing as soon as reasonably practicable.

YSF is not responsible, and will not pay for any expenses or losses you incur during, but not limited to, the tender preparation, site visits, post-tender negotiations or interviews.

Return of Tender

You must complete and submit your tender response/proposal electronically to

glenn.holdsworth@yorkshiresport.org by the tender response deadline of **9am Thursday 30 October 2025.**

The email submitted must include the subject **Place Expansion MEL Partner Kirklees - Tender**

If you are experiencing any problems submitting your document by email, please phone 07794247864 for further assistance.

We will only accept responses submitted via email. We will not accept any responses submitted by any other method. Any tender delivered after the closing date and time for any reason will be discounted. YSF is not responsible if all or part of your tender is not received.