

July 2024

Brief for Legacy Planning Consultancy – Better Start Bradford programme

1. Introduction:

[Better Start Bradford](#) is a 10-year programme (2015-2025) funded by [The National Lottery Community Fund](#) to help children in Bowling and Barkerend, Bradford Moor and Little Horton get the best start in life. We provide more than 15 projects for pregnant women and families with children aged under four. The projects will help to improve children’s emotional and social development, communication and language development and nutrition.

Better Start Bradford is part of the ten-year (2015-2025), £215 million [A Better Start programme](#) (ABS) funded by The National Lottery Community Fund, the largest funder of community activity in the UK. There are five ABS partnerships based in Blackpool, Bradford, Lambeth, Nottingham and Southend, all supporting families to give their babies and very young children the best possible start in life. Working with local parents, the partnerships have developed and tested ways to improve children’s diet and nutrition, social and emotional development, and speech, language and communication. The work of the ABS programme is grounded in scientific evidence and research.

The programme is now in its 10th year (from 1 April 2024) and is planning for sustainability of its services and the securing of the Better Start Bradford legacy. An extension to 31 December 2025 has recently been approved by the funder. This contract will be key to explore the next stage of Better Start Bradford and its legacy.

2. Background to EOI:

- We have had several meetings and discussions at team and board level with ideas and recommendations for what should continue beyond the end of the funded period
- We have started to identify existing legacy elements already achieved (evidence, project reports, evaluation reports etc)
- We have established a workstream for legacy planning that will have several different working groups to cover different elements
- We are currently developing an overall plan for the extension period including activities, staffing and legacy planning, and programme closure
- Challenges include staff turnover both in the programme team and partner organisations as we near the end of the programme with new people having less knowledge of the extent of the programme learning, and work that could continue
- Other challenges include collating and disseminating all the evidence, learning and outcomes to specific stakeholders and while responding to local and national policy changes

2. Objectives:

Phase 1

To explore options for securing programme legacy including (but not exclusive):

- Creation of a new constituted organisation
- Passing on the legacy work to an existing organisation – possible merger
- Finding ways and means of making the accumulated learning and assets of the programme available and useable in the future
- Recommendations on a range of possible options including: the purpose, role and activities of a legacy organisation or function
- To recommend a preferred option and outline the main purpose and activities
- To develop an action plan and timeline for the change once agreed.

Phase 2

- To develop a plan for achieving the option including the creation of a new organisation if appropriate
- To draft the necessary documentation and support the actions to achieve the change (for example, Terms of reference, remit, CIC/CIO application, Memorandums, partnership arrangements etc)
- Develop a transition plan

Phase 3

- Develop a funding plan if indicated
- Support for drafting funding applications if necessary

3. Scope of Work:

- Follow up from existing discussions, consult stakeholders re: their views of the future need for and purpose of a new 'Better Start Bradford'
- Identify pros and cons for different options
- Identify opportunities and barriers
- Propose plans to deliver options
- Report from first phase (scoping and results of surveying/consultancy) to enable decision re preferred legacy action(s)
- Deliver actions from Phase 2 and 3 depending on decisions for Phase 1
- Regular contact (2 weekly) with senior leadership

5. Deliverables:

- Options for legacy decisions and support for decision-making – written report and facilitated sessions with key external stakeholders (including Community and Partners) Programme team and Partnership Board
- Drafting of aims, objectives, structure and funding plan for chosen legacy direction
- Help to set up new body or partnership if indicated (Governance, staffing, location, funding etc)
- Regular reporting, presentations, facilitated discussions, draft applications as needed

6. Qualifications, Expertise and Experience:

- Experience of significant work (paid or consultancy) in delivering major organisational change
- Capacity to deliver this contract within the time period specified in the EOI
- Track record of consultancy work with VCS organisations
- Experience of project planning and good understanding of programme management

7. Budget:

- £75,000 maximum including VAT
- Reasonable travel and resource costs will be met in addition

9. Evaluation Criteria:

- Proposals will be evaluated on experience and capacity to deliver on time
- Detailed evaluation criteria included in EOI submission form

10. Confidentiality:

- All recorded discussions (1:1 or groups) will be treated as confidential
- All reports, papers, minutes and financial information will be treated as confidential

11. Deadline for submissions

EOI to be completed and submitted electronically by: 12:00 noon, Monday 9 September

Contact details for questions and return of submissions:

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