Tender brief: Leadership, mindsets and personal change

Deadline for responses: 15 June 2018
Budget: £3,500 including VAT
Leadership, mindsets and personal change. Is there a role for Friends Provident Foundation?
Tender brief for a scoping study

“Change in the world comes from individuals, from the inner peace in individual hearts. Just as ripples spread out when a single pebble is dropped into water, the actions of individuals can have far-reaching effects.”

Dalai Lama

“Energy follows attention. Wherever you put your attention as a leader, that’s where the energy of your team tends to go. Put differently: Form follow consciousness. It’s the quality of your awareness that co-shapes what happens around you. I pay attention this way, therefore it emerges that way.”

Otto Scharmer

Thank you for your interest in this commission. In this pack you will find:

- Tender brief
- Data privacy notice
- Our strategy
- Our Grants and Investment Programme leaflet

We welcome your submission and look forward to hearing from you.
Aims

Friends Provident Foundation has an ambitious mission: to help create a fair economy and a better world. We do this by seeking to address systems. Our primary focus is local and national within the UK, though work to address the investment system and business is likely to have international effects.

As part of our broader work, Foundation trustees wish to commission something quite different from our usual policy and practice-focused work: a scoping study to explore the connections between the values, beliefs and personal development of individuals and the wider movements and collective behaviours that influence economic change.

Tender Brief

What are the deep drivers of change? There is a growing recognition in a range of contexts, including the voluntary sector, industry and governments, that to achieve effective change in team and organisational cultures, society or to address global challenges, there is a need to understand and address directly the underlying, internal sources of behaviours and actions. The mental models, values and beliefs within all of us give rise to the individual behaviours, business practices, government policies and institutional structures that – collectively – have created the systems we are seeking to re-balance.

Scoping the field

The Foundation has funded a number of projects that address the role of individuals in social change – including some of the work of the Finance Innovation Lab, New Economy Organisers Network and the Clore Social Leadership Programme.

To build on this, we now wish to undertake a brief review to explore if there is a broader role we might play in this field. We therefore wish to commission a consultant to:

- conduct short review of experience, key thinkers/ideas and evidence in the field of leadership and personal development in professional contexts;
- map the main organisations and individuals in the field in the UK;
- indicate existing funding models – private, corporate, philanthropic or other;
- suggest potential areas where a charitable funder might usefully intervene.
The questions to explore include:

- What are the circumstances in which people can undergo personal development – individual or collective - that leads to action that supports a better distribution of resources between the present and the future, that balances ecological, societal and personal needs more equitably - towards a ‘fair economy and a better world’?

- What evidence is there of a connection between personal behaviours and better social outcomes?

- What do we know in particular about how people in business and policymaking roles being facilitated to experience such development in their professional roles?

- Is it possible to identify the specific circumstances that prompt people or organisations to seek out these development opportunities?

- Are there systematic ways to create the conditions for the growth of individual or collective opportunities for people to explore/ develop their personal values?

We welcome suggestions from the consultant for further questions.

We envisage that this project will consist of:

- A desk review of relevant literature
- Interviews with a set of key practitioners or thinkers in the UK
- A short note with emerging thoughts
- A full day workshop with interviewees (most likely in September 2018)
- A final report with conclusions and recommendations for consideration by the Foundation’s trustees.
Context and Background

Friends Provident Foundation is an independent charity that makes grants and uses its endowment towards a fair, resilient and sustainable economic system that serves people and planet. We connect, fund, support and invest in new thinking to shape a future economy that works for all.

Since 2004, we’ve pioneered the creation of fair economy for a better world. Already, we’ve helped improve access to financial services for people who were once excluded and supported the development of resilient economic communities across the UK. We’re a catalyst for wider change, making an impact through continuous experimentation and shared learning. And we do all we can to embody the change we want to see. We invest in great social enterprises and use our money in line with our values.

Tomorrow, we’ll continue to fund more new thinking, connect new ideas, invest our capital in line with our aims and values and create better systems so that in the future, the economy will serve both people and planet.

The Building Resilient Economies programme

Friends Provident Foundation’s main grant-giving and investment programme, Building Resilient Economies, was launched in 2013. We’re aiming to build a more resilient economic system – one that distributes social and economic goods and services more fairly, and better balances short-term and long-term needs.

We’re working on two levels

Firstly, systems change, such as disruptive innovation that will actually change the current financial system. We’re keen to explore and inform changes and innovation in regulation, policy and ways of working too, all of which we believe will contribute to a more resilient economic system. Systems change needs strong analysis from a range of perspectives. So, we’d like to support work that can begin to transform institutional behaviours and to stimulate feasible new ideas and practical examples that can be scaled up.

And secondly, Building local economic resilience. Our work at the local level will focus on testing and reviewing local or small-scale initiatives that build economic resilience through diversity, flexibility and building capabilities in communities. We’d like to see the development of local economic resilience, so we seek to support projects that share learning about effective ways for communities to create more sustainable economic systems and retain more of the value generated. This might include creating community assets or new approaches to local finance.
Our approach

- Encouraging thinking about how economic resilience can be enhanced.
- Supporting practical projects to build economic resilience at the local and systemic levels, balancing social and economic benefits, alleviating disharmony and addressing inequality.
- Using our assets, including financial and human capital, to pioneer new ways of thinking about how money is used to solve social problems.
- Connecting with other organisations to share learning between initiatives.
- Communicating our findings widely through meetings and seminars with policy makers and practitioners, media work, publications and online.

For more information please see www.friendsprovidentfoundation.org

Tender details

We expect the outputs to be those specified in the body of this brief and outlined in the proposal submitted by the successful bidder.

A budget of £3,500 including VAT and expenses is available for this work. Proposals should include:

- Full contact details of the bidder: This should include email addresses, telephone numbers and postal address.
- Experience of similar projects or experience in the field: Outline your understanding of the products required, your experience in related areas and any other relevant background information such as previous experience of working with a range of commentators.
- Design, methods and approach: Outline in some detail the approach you propose to take. Also explain why you believe that your proposed approach is likely to be the most effective one and yield the best results.
- Timetable: Please provide a schedule setting out how you will meet the timetable.
- Staffing: Give brief information about the main staff to be involved in the project – indicating current role/post, previous experience and examples.
- Costs: Estimates of the costs for the work as outlined, including staffing, expenses and VAT if applicable.

Proposals should not exceed 6 pages, using text no smaller than point size 10 or 11 in Arial font (or equivalent).
The Foundation will evaluate the proposals received in terms of:

- knowledge and/or experience of the team
- existing expertise in the subject
- demonstrated understanding of the Foundation’s Resilient Economies programme
- feasibility of the proposed approach
- ability of the team to deliver
- value for money

Living Wage: Please note that we are a Living Wage employer and expect all staff associated with this tender to also be paid at or above the Living Wage.

**Timetable**

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<th>Event</th>
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<tr>
<td>Submission deadline</td>
<td>12noon on 15 June 2018</td>
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<tr>
<td>Applicants informed of the decision</td>
<td>22 June 2018</td>
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<tr>
<td>Final report completed</td>
<td>28 September 2018</td>
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**Submission**

Please send your completed tender submissions by **12noon on 15 June 2018** to:

Caroline Watson  
Office Manager  
Friends Provident Foundation  
Blake House  
18 Blake Street  
York YO1 5QG  
Telephone: 01904 629675  
caroline.watson@friendsprovidentfoundation.org.uk

Staff would be happy to discuss the development of proposals with potential applicants. We will also be available to support the successful bidder during the execution of the project and expect to be in regular contact. If you wish to have an informal discussion, please contact: Danielle Walker Palmour, Director on 01904 629675.
Privacy Notice

What we collect and why

When you make a submission during a tendering process you will be providing personal data about yourself, through which you can be identified. We have written this notice to let you know how we will handle and protect your information.

Information which may be collected during a commissioning process, may include:

- Name
- Contact information including email address, postal address and phone number
- Your work history
- Any other personal information which you choose to give us relating to your application
- Notes made by the selection panel during shortlisting and (if applicable) interview process

We require this information in order to review your submission, undertake and support the tendering process, and communicate to you the decisions and outcomes of that process.

The General Data Protection Regulation 2018 (GDPR) sets out that we are required to have a lawful basis for processing your data. In this instance we are processing your data under ‘legitimate interests’ specifically to support our commissioning process and bidders, as outlined above.

We store this information on our office IT systems, including cloud-based directories and email system, and in paper-based files. We retain information for unsuccessful applicants for a period of 6 months following the completion of the recruitment process, to enable us to provide feedback, address any other queries, or disputes. After a period of 6 months we will delete your data.

For any concerns you have about our use of data, please contact:

Data Protection Lead: enquiries@friendsprovidentfoundation.org.uk or on 01904 629675.
You can also contact the Data Protection Regulator, the Information Commissioner’s Office (ICO): https://ico.org.uk/global/contact-us/
Friends Provident Foundation

Our strategy 2016 - 18

1  WHO WE ARE

Friends Provident Foundation is an independent grant-making charity working to support greater economic resilience through building knowledge and taking action at the strategic and local levels. We are particularly interested in supporting the development of economic and financial systems that are designed to include those who are most vulnerable to market failure.

2  OUR VISION

“Fairer economy, better world”

“We want to help build a just and sustainable world where everybody can live meaningful lives, with respect and care for ourselves, each other and the planet. We believe that the purpose of money and the economy is to enable and serve human flourishing and a healthy environment, and that currently they do not. We work through grants, investments and our own activities, seeking to create a fairer economy that serves us all.”

3  HOW WE WILL ACHIEVE OUR VISION

Our mission

The three strands of activity through which we will work to achieve our vision are:

- Giving grants and making direct investments;
- Active use of our mainstream investment portfolio in pursuit of our change goals, being an active and engaged investor, as well as ensuring the way we run the charity is consistent with these; and
- Bringing people together to solve problems, creating opportunities to collaborate, seeking to influence those with power to bring about change and communicating what we have learned.
4 OUR PROGRAMMES

Right use of Money

How can financial systems create and sustain social harmony, and at the same time deliver economic goods and services? This question forms the basis of the Foundation’s work, and reflects ground-breaking work to develop ethical funds carried out by our original donor, Friends Provident, over 30 years ago.

The Foundation continues to explore these issues through its main grant-making programme as well as supporting a small number of projects to explore aspects of the ethics of the financial systems that underpin our society.

Resilient economies programme aims

Friends Provident Foundation’s main grant-giving and investment programme, Building Resilient Economies, was launched in 2013. Our aim is to build a more resilient economic system in the UK – one that distributes social and economic goods and services more fairly, and balances short-term and long-term needs more effectively.

The Foundation is working on two levels:

1. **Systems change** – We aim to support disruptive innovation that will actually change the current financial system. We want to explore and inform changes and innovation in regulation, policy and ways of working that will contribute to a more resilient economic system. Systems change will require strong analysis from a range of perspectives. We wish to support work that can help to transform corporate behaviour, and to stimulate feasible new ideas and scaleable, practical examples.

2. **Building local economic resilience** – Our work at the local level will focus on testing and reviewing local or small-scale initiatives that build economic resilience through diversity, flexibility and building capabilities. We seek to support projects that share learning about effective ways for communities to create more sustainable economic systems and retain more of their value. This might include creating community assets or new approaches to local finance. We seek to build partnerships with other organisations that are also funding work at the local level, to learn from and share learning between local initiatives.
5  A NEW STRATEGY FOR A NEW ECONOMY

This year we have made some big decisions:

5.1  HOW WE CAN CONTRIBUTE TO LASTING CHANGE

We believe we can contribute to change in three main ways:

• Through the giving of grants and direct investments in line with our programme or our mission;
• Through using our endowment to ensure our mainstream investment strategy being aligned to our change goals, as well as our other operational practices (contracts, procurement, etc.) being in line with these;
• Through convening, collaborating, influencing and communication.

WE WILL ENHANCE THESE TOOLS BY WORKING OUR RESOURCES EVEN HARDER THROUGH -

5.2  USING OUR RESOURCES – SPENDING DOWN
We believe the challenges facing the world and our society in it, are formidable; creating a responsive resilient economic system that forms part of the solution to these challenges will require all our effort and resources to achieve. In light of this, Trustees took the decision that the Foundation will spend its capital as well as its income in pursuit of our mission.

5.3  A NEW APPROACH TO GRANTS - CORE FUNDING
Alongside our responsive grants and social investment programme, we want to develop a more strategic approach to core funding under our main grants programme. The aim of providing core funding is to empower organisations working in our area of interest to work flexibly and provide them with the capacity to respond effectively to changes in the external environment.

5.4  ALIGNING OUR INVESTMENT AND OPERATIONS — INVESTMENT ENGAGEMENT
The Foundation is also developing a new function – investment engagement. This year we are developing a number of key themes to underpin and focus our proactive work, drawn from what we have learned so far or key developments in our programme areas.
6 DIFFERENCES YOU WILL SEE

We will be working hard to transform how we work in line with this strategy. Changes you may notice in the Foundation are:

- More staff resources to support key functions such as grants, social investment, investment engagement and communications
- More support for radical solutions to economic problems and an active support for collaborative approaches
- Some key themes in which we are pursuing specific aims over the course of the year
- More seminars and events relating to key areas of interest
- Active engagement in companies, social enterprises and the funds in which we are invested on issues of concern
- A more obvious public and social presence as our programme develops.

There are likely to be other changes as we go forward – we will chart our progress on our website.
Fair economy.
Better world.

We’re striving for a fair, resilient and sustainable economic system that serves people and planet. Connecting, funding and investing in pioneering thinking to shape a future economy that works for all.

Building Resilient Economies
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We’re working on two levels:

Systems change
Firstly, systems change, such as disruptive innovation that will actually change the current financial system. We’re keen to explore and inform changes and innovation in regulation, policy and ways of working too, all of which we believe will contribute to a more resilient economic system.

Systems change will definitely need strong analysis from a range of perspectives. So, we’d like to support work that can begin to transform institutional behaviours and to stimulate feasible new ideas and practical examples that can be scaled up.

Building local economic resilience
Secondly, building local economic resilience. Our work at the local level will focus on testing and reviewing local or small-scale initiatives that build economic resilience through diversity, flexibility and building capabilities in communities.

We’d like to see the development of local economic resilience so we seek to support projects that share learning about effective ways for communities to create more sustainable economic systems and retain more of the value generated. This might include creating community assets or new approaches to local finance.

The Right Use of Money
How can financial systems create and sustain social harmony, and at the same time deliver economic goods and services?

This question forms the basis of the Foundation’s work, and reflects ground-breaking work to develop ethical funds carried out by our original donor, Friends Provident, over 30 years ago. The Foundation continues to explore these issues through its main programme as well as supporting a small number of projects under this heading to explore aspects of the ethics of the financial systems that underpin our society.
Our approach

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Trustees will consider applications for grants, loans, underwriting or other forms of financial support. The Foundation has a developed social investment policy and we will consider proposals for investment that fit with our programme aims.

For more information, go to our website at www.friends Providentfoundation.org

Registered charity number 1087053

About Friends Provident Foundation

Friends Provident Foundation is an independent charity that makes grants and uses its endowment towards a fair, resilient and sustainable economic system that serves people and planet. We connect, fund, support and invest in new thinking to shape a future economy that works for all.

Since 2004, we’ve pioneered the creation of a fair economy for a better world. Already, we’ve helped improve access to financial services for people who were once excluded, and supported the development of resilient economic communities across the UK.

We’re a catalyst for wider change, making an impact through continuous experimentation and shared learning. And we do all we can to embody the change we want to see. We invest in great social enterprises, and use our money in line with our values.

Tomorrow, we’ll continue to fund more new thinking, connect new ideas, invest our capital in line with our aims and values and create better systems so that in the future, the economy will serve both people and planet.

The Foundation provides grants and social investment in support of its objectives as well as actively engaging in policy and practice initiatives and using our investment portfolio to bring about change in our fields of interest.

We’ve pioneered funding work to address market failure and disharmony in society since our formation. Already, we’ve helped improve access to financial services for people who were once excluded, and supported the development of resilient economic communities across the UK.

Let’s work together to shape a fair economy and a better world.

Grants and Investment Programme

2013 - 18