



Strategic Planning

Brief to consultant

18.8.11

BACKGROUND

HARP offers a broad range of innovative services providing practical and emotional support to a wide range of people who suffer with mental ill-health. HARP is an affiliated local Mind association and will be changing its name to Manchester Mind in November 2011. As part of this migration from HARP to MIND, the organisation is embarking on a strategic planning process which includes root and branch consultation with all stakeholders. Given significantly challenging timescales we are seeking to expedite key elements of the building blocks of our requirements to an expert external consultant, as detailed below.

WHAT IS REQUIRED?

We are looking for an expert external consultant to assist us in the delivery of two specific tasks in our strategic and business planning process.

Task 1 – Competitor Analysis

What?

Update and augment existing competitor analysis. This task requires in-depth understanding of the organisation's 'competitor' set. This would be a 'desk' exercise, based on the consultant's own knowledge combined with Internet research on HARP / Manchester Mind's top 10 competitors (to be agreed with CEO & Chair):

Purpose

To understand the broader picture of provision of services in the mental health arena and glean what advantage we can achieve from both a funding and service provision perspective. We are especially interested in gaps in provision and where there appears to be over-supply.

Output

Word document with the following headings populated by competitor:

Heading 1 Competitor name

Heading 2 Type of organisation – brief description of service/s provided

Heading 3 Target audience – who uses the service/s

Heading 4 Strengths (what the organisation is good at, famous for)

Heading 5 Weaknesses (what the organisation is poor at)

Heading 6 Opportunities (for Manchester Mind)

Heading 7 Threats (to Manchester Mind)

Heading 8 Additional relevant notes and observations

Task 2 - Stakeholder 'needs research

What?

- a) 2 x stakeholder' focus groups / vision workshops. What are our stakeholders' wants and needs for Mind in Manchester (current and future)? Consultant will be required to scope, recruit, facilitate the workshops, interpret the information gathered and report workshops' outputs to Trustee board and CEO. Logistics will be arranged by the organisation's administrator in close collaboration with the Consultant.

Initial Stakeholder List (to be finalised)

- MACC
- MMHSCT
- NHS Manchester
- GMCVO
- Health & Social Care Consortium
- GPs
- Local MPs and councillors
- MHFA
- National Mind
- Roby
- Back on Track
- Offender Management Consortium
- Social housing organisations (e.g. City South HA)
- Food Futures
- Drug & Alcohol Services
- Mindful Employer

GPs are an important group with which to consult given the move towards GP commissioning. It's highly desirable, therefore, for GPs to be represented in the focus groups. If this is not viable, we need to reach out to GPs in another way to garner their needs/views, possibly by arranging a face-to-face meeting at the participating GP's surgery

Purpose

To understand what the target list of stakeholders will need from Manchester Mind going forward. This is a future-facing task as part of a wider consultation process to ensure that we take identified needs into consideration as we develop our service offering.

Outputs

- Written summary of key points from discussion of each focus group or GP meeting
- Short paper with analysis and interpretation culminating in actionable recommendations

Timings

Deadline for proposals	8 th September, noon
Contract consultant	12 th September
Planning & Milestone Setting Meeting	w/c 12 th September 2011
Complete and delivered	w/c 3 rd October noon

NEXT STEPS

- Please prepare and submit a short written proposal indicating your approach, any relevant methodologies you will employ, timetable, approximate time allocations and detailed costing for both tasks (including number of days and daily rate). Please assume that task 2b is a requirement, although this may drop out if the selected consultant is able to entice GPs to the focus groups. Therefore please separate this element out from the core cost. Please include a brief CV with particular attention to information that will help us understand your experience, expertise and knowledge of strategic business planning, visioning workshops, mental health services (specifically in Manchester) and new Government policy impacting on the Third Sector.

Please provide contact details of 2 professional referees

- Elaine Dixon (CEO) is available to answer any questions you may have on 0161 226 9907
- Submit by email to elaine.dixon@harp-project.org
- Deadline for submission and supporting documents is Thurs 8st September, noon
- Any conflict of interest should be highlighted

SELECTION CRITERIA

- Assessment of the clarity, quality and thoroughness of proposal
- Relevant experience and expertise in strategic planning tasks
- Evidence of relevant professional networks and sector knowledge that will truncate the time taken to execute each task
- Relative cost and any added value the consultant can bring

Each of the criteria above carries a maximum of 10 points.

Consultants will be scored by a panel comprised of the CEO and Trustees.

THANK YOU