

Invitation to tender for the England Physiotherapy Workforce Demand Project 2021/22, issued by the Chartered Society of Physiotherapy on 6/10/21

1. Invitation to tender

The CSP wishes to find out the size of the physiotherapy workforce needed to deliver several current NHS policy commitments in England, including both the registered and unregistered workforce.

The project will appeal to researchers with an interest in NHS workforce planning and workforce development. While research teams do not necessarily need to be led by a physiotherapist it would be necessary to have a physiotherapist within the team.

As well as being published separately, this project will feed into a *UK Physiotherapy Workforce Review* taking place concurrently, also being commissioned by the CSP for delivery 2021/22. The CSP welcomes tenders for both pieces of work from the same contractor or from different contractors.

The maximum amount available for undertaking the England Physiotherapy Workforce Demand Project is £20,000 (inclusive of VAT). The maximum amount available for undertaking the UK Physiotherapy Workforce Review is also £20,000 (inclusive of VAT) and therefore a combined value of £40,000.

The CSP invites interested parties to submit a proposal for this project commission by emailing PhysioWorkforceProjects@csp.org.uk by the **deadline of 12 noon 10 November**.

If you would like an informal conversation about the project please contact our team via the above email address above:

- Rachel Newton, CSP Head of Policy (Project Lead) and
- Natasha Owusu, CSP Policy Lead for England (Project Coordinator)

You can find out more about the project in a drop in **Q and A session on 26 October 2 to 3pm**.

Please contact PhysioWorkforceProjects@csp.org.uk to arrange to speak to Rachel Newton or for an invitation to the Q and A session.

Following shortlisting, successful teams will be asked to attend an interview via Zoom. **Interviews are expected to take place on 17 November, 19 November and/or 24 November 2021.**

By issuing this invitation, the CSP does not bind itself to accept any tender. It also reserves the right not to award a contract or to offer more than one contract.

2. Purpose

The purpose of the project is to provide a credible assessment of the size of the physiotherapy workforce needed to deliver current national policy commitments in England (see background and references).

It is intended that the CSP and CSP members will be able to use this work to influence workforce

planning both nationally and locally so that physiotherapy workforce numbers are adequate to deliver NHS England policies to improve patient care, safely and effectively.

Both this project and the UK Physiotherapy Workforce Review project will support the CSP to achieve its strategic objective to promote a balanced physiotherapy workforce which can achieve policy objectives, deliver transformation and meet population needs while addressing current inequities in access to services.

The scope of this project is England, but its results and recommendations will be shared and there is potential for it to be repeated where there is the same need in other parts of the UK, or other policy areas with workforce implications.

Our team are happy to discuss how this work might fit with your own research interests.

3. Background

The Chartered Society of Physiotherapy is the UK's professional, educational and trade union body. We have more than 60,000 members and represent 85% of UK physiotherapists, as well as non-registered physiotherapy staff and students. This gives us unique access to physiotherapy managers and leaders.

NHS England's current policy is to expand access to rehabilitation in respiratory, cardiology, stroke, pelvic health/maternity and musculoskeletal care⁽¹⁻³⁾, and to implement new ways of working to meet population needs.⁽⁴⁾ There are also policies to meet the rehabilitation needs of people with Long Covid⁽⁵⁾.

The CSP supports these policies, which have the potential to address inequities in access to physiotherapy and rehabilitation and health outcomes, and better meet population need.

Delivery of these policies will require an expansion of the physiotherapy workforce in the NHS. However, other than inclusion of MSK first contact physiotherapists within primary care workforce targets, there are no workforce targets attached to these policies, nor guidance for workforce planners. The CSP believes that this is holding back implementation of these policies.

In England there is continued growth in the numbers of new physiotherapy graduates. Because of the lack of workforce targets to deliver the policies outlined above, growth in supply of graduates is not being matched by graduate entry roles (band 5) in the NHS, and the opportunity provided by this growth to deliver NHS policies is not yet being utilised. At the same time, many physiotherapy managers are reporting difficulties recruiting to band 6 and band 7 posts.

NHSE has a policy to develop and increase the unregistered health workforce. In physiotherapy this is relatively underdeveloped. For example unregistered physiotherapy staff account for an estimated 16% - 20% of the NHS physiotherapy workforce, while it is estimated to be 35% in nursing.

4. Objectives

Provide a credible assessment of physiotherapy workforce numbers (WTE) necessary to deliver current national policy commitments that can be shared with physiotherapy leaders and managers, policy makers and workforce planners and can contribute to CSPs UK Physiotherapy Workforce review which is taking place concurrently.

Develop a reproducible methodology that can assess the workforce needed to deliver other policy commitments in any part of the UK and can be shared with other professional bodies and stakeholders in the interests of partnership working and transparency.

The project and methodologies used would need to deliver the following outputs:

- An interim and final report with recommendations for the size of the physiotherapy workforce required to meet each of the policy commitments
- A methodology outline
- A slide set of recommendations and methodology

Notes: All outputs will be the intellectual property of the CSP. Timeline of outputs to be agreed through the tendering process.

5. Methodology requirements

There is some data on population need and the gap between this and current policy commitments. This will form part of the basis of an assessment of workforce requirements. However, this data is limited and incomplete. Therefore, any quantitative assessment of physiotherapy workforce requirements to deliver policies will need to draw on expert opinion.

While open to all ideas, the CSP would therefore anticipate a mixed methods approach, possibly including a review of relevant data, a grey literature review and a quasi-Delphi approach to draw on expert opinion from a range of clinical experts and service managers.

The methodologies used would need to include a broad range of areas including respiratory, cardiology, stroke, frailty and pelvic health and support consensus building.

6. Contracted activity and resources

The amount available for the contracted activity is **£20,000 inc. VAT**.

The contracted activity is:

- designing the methodology
- data collection – including designing and running any focus groups, designing surveys, carrying out a grey literature review
- data analysis and synthesis
- writing up interim and final report suitable for publication
- present findings and methodology at two meetings, one internal CSP staff and participants, and the second external stakeholders
- monthly meetings with CSP Project Lead / project team

The CSP is committed to supporting the work through providing staff who can work as part of a team with the contractor. This includes:

3.5 hours per week from the Project Coordinator, including to provide insight and advice on existing data sources and guidance, identifying and recruiting experts to take part, advice and input into design of any focus groups, interviews and/or surveys, organising CSP attendance and presentation of the context and purpose of the project at any focus groups (if required).

2 hours per week from Project Support Officer, including to support the grey literature review, organising focus groups and/or interviews as required, sending out any surveys and managing responses as required, organisation of two meetings for the presentation of findings and methodology

In addition

- The Project Lead will provide advice and input into the presentation of the interim and final reports
- The Project Lead and Project Coordinator will be point of contact for all aspects of the project
- The Project Lead and Project Coordinator will provide the links with the *UK Physiotherapy Workforce Review Project* (that they are also the Project Lead and Project Coordinator for)

The exact details of support from the CSP can be discussed with the contractor and agreed in advance with the Project Lead, Rachel Newton PhysioWorkforceProjects@csp.org.uk

7. Governance

The CSP will put arrangements in place to ensure both due governance of the project and input to the progression of activity. Summarised as follows:

The CSP has established an in-house Steering Group for this project and the linked *UK Physiotherapy Workforce Review*:

- Rachel Newton – Head of Policy and Project lead, managing the contract, contact point for contract, including remuneration against completion of activities, and promotion of project outcomes and outputs
- Natasha Owusu, Policy Lead for England and Project Coordinator, liaison with internal stakeholders and facilitation of input required by the contractor from internal stakeholders
- Gill Rawlinson – Assistant Director and Corporate Workforce lead
- Rob Ledger – Assistant Director and Corporate lead on Recruitment and Retention
- Jenny Andrew, Head of Data
- Roger Hitt – lead for the group on CSP equity, diversity and belonging strategy
- Robin Hinks – National Officer for Trade Union Research and Policy

The role of the steering group is to support the process of tendering, review of progress and ensure that the work delivers to its objectives and outputs on time. The contractor will be expected to attend two steering group meetings to report on progress.

8. Contract

- The contract will be awarded for up to 6 months, subject to satisfactory performance and agreement of fees
- Exact timescale can be discussed with the contractor and agreed in advance with the Project Lead, Rachel Newton PhysioWorkforceProjects@csp.org.uk
- There will be no remuneration for expenses unless agreed in advance.

9. Expertise, Experience and Suitability

The selected contractor will need to demonstrate:

- Experience of undertaking projects of this nature including the methodologies suggested
- Credibility with health care policy makers and workforce planners
- Sufficient grasp of the health policy landscape in the NHS in England and the physiotherapy workforce needed
- Ability to work in partnership so that the outputs meet all the requirements of the CSP, including contributing to a wider *UK Physiotherapy Workforce Review*, taking place concurrently.

10. Tender evaluation criteria

The contract will be awarded to the contractor that is best able to meet the CSP's needs and aims as defined in this document, and can demonstrate that their proposal is best value based on the following criteria:

- A good understanding of the brief, the objectives of this work and commitment to it
- Previous experience of similar work and evidence that objectives were met
- The capacity to deliver in accordance with the required timescales
- Relevant expertise and experience (see above)
- Ability and willingness to work collaboratively with the CSP
- Identification of any added value which you could offer

11. Format and content of tender proposal

Those wishing to undertake this work should submit a tender that includes the following:

- A cover page including the details of the individual or team tendering and an indication that the document constitutes a formal response to the CSP's invitation to tender
- A contents page, with the structure and sections of the document clearly specified including the provision of any additional information as appendices (see below)
- Tender proposals should contain the information requested below and address the specific questions asked
- Tender proposals should include details of how you will deliver the contract, with sufficient detail for us to understand how your proposal will work and how you will achieve the stated purpose and outcomes
- Tender documents should be no more than 3500 words in length, with each element adhering to the set word limit (detailed below).
- Additional information can be provided as appendices
- Each appendix should be clearly labelled and referred to in the text of the main submission document
- Specific appendices should be provided that give a summary curricula vitae for each team member who would be materially involved in undertaking activity within the project
- Additional information can be provided in the form of digital links to other resources (for example, material that the Tenderer has produced previously). Where provided, care should be taken to ensure the following:
 - Permission has been secured to provide the link (where required)
 - The link is operational
 - The purpose of supplying the additional information is clear.

12. Questions to answer within Tender Proposal

Cover page to include:

- Statement that the document constitutes a formal response to the CSP's invitation to tender
- Full name of organisation and trading name (if different)
- Name of contact in respect of this tender
- Contact details – postal address, email address and phone number

Expertise [1500 words max]

- What particular expertise would you bring to the scope and purpose of this project?
- What particular experience do you have that demonstrates you meet the requirements detailed in the document?

- What particular experience do you have of successfully completing a project in a similar area?
- How would you expect to apply learning from previous activity to this work?

Approach [1500 words max]

- How would your approach deal with the breadth and complexity of the subject matter?
- How would your approach deal with divergent views among experts on how to address workforce capacity issues?
- How would your approach manage the gaps in information about population need, current provision and changes in provision resulting from policies?
- In what ways would your approach ensure credibility and transparency of outputs?
- In what ways would your approach ensure both practical usability for end use of the outputs and replicability for future studies?

Capacity [500 words max]

- How would you plan to complete the project activity within the defined timescale?
- What support do you require to complete the project effectively and within the required timeframe?
- How would you ensure that you have the organisational stability to deliver the project's outputs and outcomes to schedule?

13. Further information about the Tender Process

Costs of Bidding

Tenderers shall bear all their own costs and expenses incurred in the preparation and submission of their bids and the CSP bears no responsibility or liability for those costs, regardless of the outcome in relation to individual bids.

Conflict of Interest

Bidders for any service where a conflict of interest may exist or arise must inform the CSP and submit proposals for avoiding such conflicts. This is particularly important where the conflict is likely to result in bias in the execution of the service.

Agreement

Nothing contained in this document or any other communication between the CSP and any Other party, shall be taken as constituting a contract or agreement, apart from a formal awareness of contract in writing.

Confidentiality

The Tenderer shall treat these documents and the information contained within as private and confidential.

References:

1. NHS England. [NHS Long Term Plan](#). London: NHS England; 2019.
2. NHS England. [National Stroke Service Model: Integrated Stroke Delivery Networks](#). London: NHS England; 2021.
3. NHS England. [NHS pelvic health clinics to help tens of thousands of women across the country](#). NHS England: London; 2021.
4. NHS England. [Community crisis response services](#). London: NHS England; 2021.
5. NHS England. [Long Covid: the NHS plan for 2021/22](#). London: NHS England; 2021.