

How to...

Fund trusted community organisations to support engagement

1. Why is funding trusted community organisations a good idea?

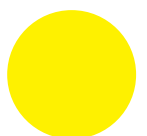
There will be times when working with a community organisation will be more appropriate and beneficial than delivering the engagement 'in-house'. Funding trusted community organisations enables the ICS to access external expertise and capacity to engage with certain communities. Working in this way can be helpful because:

- It recognises expertise and reach into communities where we do not hold those relationships or where we are not trusted.
- It can help develop relationships with communities through partner organisations to enable ongoing conversations for future work.
- It can promote innovation and creativity – working with the community in different ways to achieve the desired outcome.
- Trusted community organisations can help us hear and amplify voices we would not otherwise reach.

2. Key considerations

Funding trusted community organisations takes resource and time. Important things to factor in include:

- **Budget** – Having a healthy budget will encourage a range of organisations to express an interest in working with you. Anything smaller than £2500 and organisations will struggle to cover their own costs as well as the activities you are funding them to deliver. This can damage relationships with the community if their skills and expertise are not properly valued. This needs to be balanced with ensuring social value and value for money. Very small organisations may need some of the money in advance of undertaking engagement activities to cover their own costs, so bear this in mind.
- **Time** – If you are funding external organisations, this can take around six months from kick off to completion. You'll need at least a month to procure one or multiple organisations (preparing a specification, sharing with organisations, giving space for them to ask questions and submit bids, review bids and agree and onboard successful organisations). Those organisations will then need to plan, mobilise and advertise before they can undertake any engagement activities. Undertaking the engagement also takes time, whether it is a one-off event or a series of focus groups/ sessions over time. Once engagement is



complete, and depending on what you are asking of them, they may need to analyse and report back their findings to you.

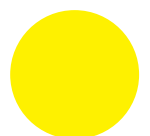
- **Identifying organisations** – You will need to work with your engagement team to research what local organisations might have the experience and reach to deliver this work for you. It's a good idea to approach organisations early to warm them up and get them interested in working with you. They can help you understand if your budget and timescales are realistic. Arranging an information session before organisations submit their bids will help clarify expectations so that you get good quality responses.
- **Ensure a fair and transparent process** - you will need to ensure that the opportunity is open to all relevant organisations. Consider how to do this through your local infrastructure organisation and make sure that information is put on your website - to enable a wide range of organisations to apply.

3. Understanding and articulating what you want to achieve

Think about what you hope to achieve by funding one or multiple organisations to support you with your engagement. What are you asking organisations to do? Is there flexibility or creativity in how and what is delivered? It is important not to assume those outside of the health and care system will understand what we mean, so be as clear as possible when explaining what you are asking for, especially when working with smaller grass roots organisations.

Once you are able to articulate what it is you are looking for, create a simple specification (an example can be found in Appendix A) which includes all of the key information, such as:

- Background of the project
- Scope of the work
- Whether you expect one organisation to deliver everything or if multiple organisations can bid for different parts (lots) of the work
- Key milestones and deadlines – including how long it will take for payment to come through
- Budget
- What you expect organisations to be responsible for
- Particular outcomes/deliverables/ key performance indicators that need to be met
- Anything that is not included in the funding
- How you will work together with organisations if they are successful and the support you will provide



- What criteria (an example can be found in Appendix B) you will use to decide who you will work with
- How interested organisations should apply for funding (an example expression of interest template can be found in Appendix C).

4. Understanding your organisation's procurement processes

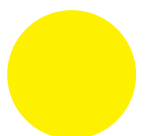
Whilst we need to follow procurement processes, it's important to make things as simple as possible for organisations (particularly smaller ones) to work with you. Some may have very limited experiences of working with statutory services, including the NHS, in this way. It's important to explain, up front, what is needed, and when.

- Discuss your approach with a procurement lead to check how you will need to work together. Your budget will have an impact on how involved they might need to be.
- Confirm what information (as a minimum) you will need from bidders to get them set up on your payment system and to assure the ICS that organisations have been properly vetted/ quality assured. Often this includes providing bank details on the organisation's branded template, confirmation they are a registered charity/ voluntary sector organisation and a reference.
- Check the Standing Financial Instructions (SFIs) for your organisation to understand whether you need to; conduct a full procurement exercise or can proceed with at least one quote. However, you may still want to consider at three quotes.
- Develop a light touch specification and expression of interest template for bidders to complete.
- Agree criteria for how you will assess bids when they come in. You should include criteria that helps you confirm whether the bidders have experience of working with those communities you are looking to reach. Scoring criteria can be weighted differently - i.e. with a focus on finance or on quality, and this should be included in your specification process.
- Depending on the scale of the work you are funding, procurement may send out the specification and expression of interest template or this may be something you have to do yourself. Be clear on what documents need to be sent back to you and by when; and who they can contact if they have any questions.
- Establish a panel to assess bids, including inviting local people/ people with lived experience who are involved in the project / programme (and supporting them to participate in the process). When bids come in, panel members initially score each bid on their own then meet to moderate and agree a final score for each bid.

- If a bid (or multiple bids) score highly enough, contact the bidders in writing to confirm that they have been successful and outline what you are agreeing to fund them for. Be specific. Arrange a kick-off meeting to discuss the work further.
- For bids that did not score highly enough, provide constructive, timely feedback to the bidder to help them in future.

5. Top tips for funding trusted community organisations

1. Keep in regular contact to see how work is progressing and if there are any challenges they are facing that you might be able to help with.
2. Discuss how involved they want you to be – do they feel having you attend activities they are planning will be helpful?
3. Take time in the kick-off phase to make sure organisations really understand the brief and will deliver what you are expecting.
4. Be clear what is negotiable and what is not. For example, do they need to collect certain data (i.e. demographics)?
5. Understand where organisations' strengths lie. For example, do they have relationships and opportunities with the community you are trying to reach but not the expertise to write up and analyse the findings? Could you partner differently with them to achieve your goals?
6. Be careful of asking too much. Consider what are the most important questions to answer or the most important communities to reach and prioritise those.
7. Be realistic about what you expect organisations to produce. Some organisations do not have the skills and expertise to produce academic style research and analysis.



Appendix A – example specification

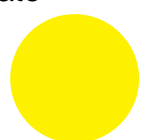
1. Introduction

This document outlines an opportunity to provide a proposal and quote to deliver targeted community engagement to support in developing our engagement strategy: working with people and communities. Having looked at existing insights and understanding communities experiencing the greatest health inequalities, we are looking to specifically engage the following target communities during this project:

Lot 1 Communities likely to have shared experiences	Lot 2 Communities specific to individual borough(s)
<ol style="list-style-type: none"> 1. Those experiencing homelessness 2. Asylum seekers, refugees 3. Gypsy, Roma and Traveller communities 4. LGBTQI+ communities 5. Young people 6. Those experiencing digital exclusion 7. People working in the gig economy, on zero hour contracts and those working irregular shift patterns 	<ol style="list-style-type: none"> 1. Nepalese and Bengali communities 2. Vietnamese communities 3. Latin American and Afghan communities 4. Somali women 5. Chinese community 6. Eastern European communities 7. Black African and Caribbean communities

Ideally, we would like to procure engagement from multiple community-led organisations that are embedded in and working with one or more of the above communities, who are able to act as a trusted voice and to encourage participation. Therefore, we encourage potential suppliers to submit proposals for parts of the full brief (set out in section 3) and to indicate, clearly, what they are and are not able to support with, tailoring their proposals and budgets accordingly. We are supportive of small organisations collaborating with one another to deliver what is set out in their proposals.

Due to the ongoing Covid-19 pandemic and the nature of some patients' healthcare conditions concerned in our work, suppliers should submit proposals that demonstrate how they will engage (be that face to face, online or a combination) and be considerate of current government guidelines around face-to-face activities.



The timescale for completion of these activities is **XXXX**, although we will be awarding contracts and awarding funding **XXXXX**. Only potential suppliers that are in a position to deliver the outputs in this timescale need submit proposals.

2. Background

This is the first piece of large-scale engagement undertaken by the ICS. We are committed to working differently with local people and communities to develop trust and partnerships to support our work.

To develop our strategy, engagement work will focus on two main audiences: 1) communities we know experience health inequalities (delivered through this brief) 2) the wider population.

2.1 Engagement objectives

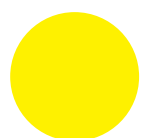
The purpose of this engagement programme is to:

- Share information about what the ICS is and what it does
- Build on previous engagement and data we have about inequalities experienced to ensure that we are reaching those communities
- Understand experiences from those experiencing health inequalities and seldom heard groups to inform our engagement strategy
- Develop, build and strengthen relationships with communities experiencing health inequalities so that we can: find the best ways to engage to enable us to develop and continue conversations; demonstrate we are listening and responding to what is heard; feeding back to communities the difference their input has made.

2.2 Scope of engagement

At this stage, we are looking to engage with communities around the following topics:

- How individual circumstances affect day to day lives and health and wellbeing
- What barriers are faced in accessing health and care
- What we can do to reduce those barriers
- How we build relationships and earn trust within communities
- Understanding how we need to work differently to support communities to share their views with us.



3. Brief for potential suppliers

We are looking to fund multiple community-led organisations to deliver all or parts of the following two lots. Please use the supplier proposal template in Appendix A to structure your proposal.

Lot 1- Communities likely to have shared experiences

Suppliers are welcome to submit proposals that cover all or part(s) of this lot.

Targeting the following communities:

1. Those experiencing homelessness
2. Asylum seekers, refugees
3. Gypsy, Roma and Traveller communities
4. LGBTQI+ communities
5. Young people
6. Those experiencing digital exclusion
7. People working in the gig economy, on zero-hour contracts and those working irregular shift patterns

We would expect the supplier to demonstrate that participants from engagement are from a mix of demographic backgrounds and geographies.

Lot 2 – Communities specific to individual borough(s)

1. Nepalese and Bengali communities
2. Vietnamese communities
3. Latin American and Afghan communities
4. Somali women
5. Chinese community
6. Eastern European communities
7. Black African and Caribbean communities

We would expect the supplier to demonstrate that participants from engagement were from a mix of demographic backgrounds, within these communities.

Supplier responsibilities

The supplier would be responsible for:

- Designing appropriate engagement activities for the communities identified in the above Lots – where possible using creative and innovative methods
- Developing suitable plans and materials to support in delivering the engagement, which may include:
 - Communications / letters to recruit potential participants
 - Event briefs for facilitators and co-facilitators
 - Topic guides
- Recruiting participants to engagement activities that match target communities set out in Lots 1 and 2 (depending on what elements the supplier is quoting for)
- Covering any costs associated with delivering the engagement activities, i.e. room hire/ refreshments/ reimbursements/ printing etc.
- Agreeing the structure and content of any discussion groups/ surveys/ engagement activities with the ICS team, ensuring they align with the topics we are seeking feedback on
- Explaining how engagement will be made accessible to communities
- Deliver a **report of the findings** (*NB. Structure/ format of report to be discussed and agreed with ICS leads*)
 - **Analysis expectations-** due to the small financial envelope for this project, we are expecting a simple analysis of your findings.
 - **Report format** – we are flexible in how feedback is presented, however it must be readable/ understandable and in a format that is accessible. We welcome written reports in word or PowerPoint and will also consider audio/video summaries of feedback. Photographs are welcome in enhancing your report, though we ask they do not form your entire report.
 - **Report content** – as a minimum, we are looking for your report to contain:
 - The number of individuals engaged
 - Which boroughs these individuals come from
 - Demographic information about the people who shared their views (age, gender, ethnicity etc.)
 - How you recruited people to speak to you (are they people you already work with or did you use other methods to find them?)
 - What engagement methods you used and the dates the engagement took place (focus groups, a survey etc.)
 - Confirming the questions they were asked (we will work with you to agree these before engagement starts)

- What people told you – presenting the key themes in the feedback you heard and ordering them by importance or frequency
- If there were any differences in opinion from the community you were working with
- Quotes from participants to give examples of the kinds of received.

4. Relationship between the ICS and supplier

We value the opportunity to work with a range of local organisations, expert in working with particular communities. We welcome a collaborative approach to delivering the requirements summarised above. It is our expectation that the successful supplier(s) will work together with ICS leads and other suppliers (where more than one is procured).

There may be times when you feel it is appropriate/ necessary for ICS leads to attend engagement sessions (for example to answer questions about the ICS and its work). We will find appropriate representation on such occasions. We are also keen to work with you to understand the best ways for us to feedback with the communities reached, so that they can understand how their feedback has influenced our work.

The **XXXXXXX** will oversee the day-to-day management of the above and the relationships with the suppliers.

5. Financial envelope

We expect to allocate around **XXXXXX** to this piece of work, with a relatively even distribution of funding across the different communities we are aiming to target, meaning a budget of up to **XXXXXX** for each part of each lot.

6. Submitting proposals

When providing a proposal, potential suppliers must clearly describe:

- Which Lots within the brief you are submitting a proposal for – this may be entire Lots or parts of different Lots
- How your skills and expertise is relevant to / will successfully support delivery with the target communities
- Your approach to delivery, including engagement methods and how you will reach the target communities within your Lot(s)
- How you plan to work with us and keep us updated with progress of engagement activities as well as any issues

- A breakdown of the estimated costs for each part of the brief (including staff time and expenses such as room hire/ refreshments etc.) they are applying to deliver - quotes must be based on 'outputs', as opposed to day rates.

In addition, suppliers must note that:

- All submissions should be submitted to XXXXXXXX in MS Word format, on the form included in Appendix A
- Potential suppliers are responsible for the cost of preparing submissions, regardless of whether a submission is successful or unsuccessful
- The ICS are not obliged to take up any proposals that are submitted.

7. Submission timeline and start dates

The following timetable is a guide and may be subject to change.

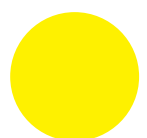
Task/ description	Timetable/ deadline
Invitation to quote shared	
Information session for suppliers	
Submission of proposals/ quotes	
ICS review of proposals/ quotes	
Outcome of decision communicated to all potential suppliers (whether successful or unsuccessful)	
Kick off meetings with successful suppliers	
All engagement work completed and feedback report delivered	

8. Questions and information session

Following our question and information session on XXXXX, we have produced a question and answer document which should support with any queries regarding the project. Please request this if you have not already received this.

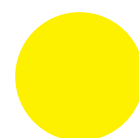
If you have any further questions, please contact: XXXXXXXX

Thank you for your interest.



Appendix B – example evaluation criteria

Criteria	Weighting
Understanding of the brief <ul style="list-style-type: none"> - Has the organisation demonstrated that they understand the purpose of the engagement? - Has the organisation demonstrated they understand the outputs we are looking for? - Does the proposal cover the communities we are looking to target? 	10%
Credibility with the community <ul style="list-style-type: none"> - Have they demonstrated a strong existing relationship with the communities outlined in their proposal? - Have they had previous experience of engaging with these communities? - Have they demonstrated how they are able to access those communities if they do not have a direct relationship? 	40%
Methodology <ul style="list-style-type: none"> - Have they outlined a clear methodology for engaging with those communities? - It is appropriate and in line with government guidance around face to face activities? - Has the supplier shown any creativity in their approach? 	20%
Cost <ul style="list-style-type: none"> - Does it offer value for money in terms of reach into the target community? - Due to it's scale, does it offer efficiencies? 	30%



Appendix C – example expression of interest template

Name of the organisation	
Type of organisation: (i.e. Charity, CIC etc.)	
Contact details	
Please outline the specific communities your proposal covers (including the lot numbers i.e. 1B, 2A etc.)	
What direct skills and expertise/ relationships do you have in working with the communities identified in these lots?	
What engagement methods you plan to use? (i.e. face to face focus groups, telephone interviews etc.)	
How you will you identify and recruit participants to your engagement activities?	
What are your back-up plans if you aren't getting the interest you expect?	
How will you keep us updated of progress and any issues?	
Breakdown of estimated costs including staff time and other expenses (based on outputs not day rates)	

Please submit completed expression of interest template to **XXXXXX**

