Project Specification and Response Form

Developing the Q community brand

We are looking for support to develop the brand of the [Q community](https://q.health.org.uk/) – an initiative led by the Health Foundation and supported by partners across the UK and Ireland that aims to improve health and care quality.

Through an audience-centred and collaborative approach, we want to develop an inspiring articulation of what Q is, what it achieves and how it contributes to the health care system, and the assets and tools to embed this across our channels.

Through a refresh of our brand, we want to inspire the team to feel more confident and equipped to describe the role of Q, partners to feel proud to be associated with us, members to feel excited to join and funders to feel they have a clearer case for support.

**Contact for further information:**

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March 2021

The Health Foundation

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[www.health.org.uk](http://www.health.org.uk)

1. About the Health Foundation and Q

The Health Foundation is an independent charity committed to bringing about better health and health care for people in the UK.

Our aim is a healthier population, supported by high quality health care that can be equitably accessed. We learn what works to make people’s lives healthier and improve the health care system. From giving grants to those working at the front line to carrying out research and policy analysis, we shine a light on how to make successful change happen.

We make links between the knowledge we gain from working with those delivering health and health care and our research and analysis. Our aspiration is to create a virtuous circle, using what we know works on the ground to inform effective policymaking and vice versa.

Q is an initiative connecting people with improvement expertise across the UK and Ireland, with over 4,000 diverse members making up the community. It is led by the Health Foundation and supported and co-funded by NHS England and Improvement and equivalent bodies across the UK and Ireland. We have recently secured long-term funding for Q and have entered an exciting phase of consolidating and building Q for the future.

1. Background to project

The Q community has been operating since 2015 and evolved considerably over that time from a small project team working to co-design an early-stage concept, to a multi-strand initiative with its own communications team, brand and channels. In 2019, Q secured support for an ambitious 10-year strategy from its partners. But, as yet, little investment has been made into developing Q’s brand to support our strategic goals.

A recent review of existing evaluations, strategy documents and stakeholder research provided evidence that Q’s stakeholders cannot clearly articulate why it exists or the difference it makes. In particular, the review noted weaknesses in relation to clarity of purpose – how we articulate what Q is and offers, and what impact it seeks to achieve – and differentiation – our uniqueness in a crowded landscape. These weaknesses undermine the effective delivery of Q, especially in a time of uncertainty and challenge due to COVID-19.

This project aims to generate clarity of purpose and differentiation for Q’s brand so that it can support Q’s overall strategy. We believe that solving this problem would realise significant benefits across all our work. By articulating Q’s brand story and impact – and doing so in a way that both engages the staff team, members and wider audiences, and provides them with the tools they need – we will be better placed to cut through the noise and define the value of our work, in the long and short term. As a result, we will find it easier to engage priority audiences in our offers and asks both now and in the future.

To achieve this, we are looking to contract a provider to deliver a discovery, design and test, and iterative delivery process using audience-centred approaches to brand development. Q’s core business involves developing inclusive, participatory and collaborative spaces, and promoting open learning and improvement. We’re looking for a provider who can embed inclusivity, accessibility, audience- and data-informed decision-making and a collaborative approach into both their work with us and the outputs produced.

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| **Details of the work** | Aims and Objectives | This project aims to develop an effective brand for Q, that will support us to achieve our 10-year strategy goals and objectives. As a result of this work, Q will have a brand that we can leverage to cut through the noise and define the value of our work, in the long and short term. |
| Overview of the work required | We expect that this work will fall into 3 phases: discovery; design and test; and iterative output delivery and roll out.  Stakeholder consultation will confirm the brand’s effectiveness and help to robustly inform and test how it could be developed to clarify our purpose and make it distinctive in our market. This will also give us a focused and objective view of the scale of work to be done at the start of the process and will guide future prioritisation decisions within the scope of this work.  That information would then be used, in collaboration with key stakeholders, to develop:   * Q’s unique verbal identity: vision, mission, and values * Elements of Q’s visual identity * Q’s brand story and articulation of impact * Q’s points of difference and ‘place’ in the improvement market * Q’s brand architecture and hierarchy: how we articulate our offers and products coherently, while appropriately referencing and connecting to partners and funders * How Q’s brand should be used across all platforms, by the team, partners and members   The project will also integrate our growing focus on diversity and inclusion within our brand articulation, reflecting ongoing work by the Health Foundation and the Q team. Bearing in mind our commitment to create an inclusive, equitable and non-hierarchical community, we aim to embed inclusion into the heart of the brand. The accessibility of all outputs will also be required – including meeting [W3C](https://www.w3.org/) standards for all web-based brand materials and equivalent best practice for print.  Consultation and collaborative working will be an essential part of this project. This will include consultation with all stakeholders, but especially staff – recognising that Q cannot achieve its objectives if the workforce doesn’t know, doesn’t understand, or doesn’t believe in the strategy. A test and learn approach where messaging and deliverables are iterated based on evidence of what works with our external stakeholder groups will also be required, so that we can be confident that our final outputs are robust and will resonate with our audiences. |
| Accountability | Principles and ways of working will be defined with the external provider at the start of the project.  The provider will be responsible for overall delivery of the project against agreed project timelines and deliverables, in order to meet the project’s goals and in line with the principles.  The provider will work alongside a named project lead and project sponsor within the Q communications team. They will also take a collaborative and facilitative approach in engaging others across the Q team, the Health Foundation, and among Q’s stakeholders (both members of the community and other priority stakeholder groups) – acting as the lead in organising, delivering and writing up findings from research and testing, including consultative workshops and interviews.  A project board with gateway decision-making authority will be created, including relevant senior internal stakeholders. The provider will be responsible for providing information and expertise to guide decisions made by this board, the project lead and the project sponsor. |
| **Deliverables** | Delivery requirements | The project will be delivered from summer 2021 (ideally kicking off in June), with iterative delivery and roll out of the refreshed brand in early 2022 (ideally from January - March).  Stakeholder research, consultation and collaborative development are fundamental to the project’s scope. As a result, we expect that the detailed nature of deliverables will be refined as the project develops in order to respond to what we hear. Indicative delivery requirements are:   * Brand effectiveness report and recommendations based on consultation * Brand development workshop for key stakeholders * Recommendations for Q’s story: vision, mission, values etc * Tone of voice guidance * Brand architecture and hierarchy framework * Imagery use and visual identity guidance and materials * Guidance and tools for regions / groups / partners / members to use and adhere to * Staff brand induction and engagement programme * Application of the brand to recruitment, onboarding, and engagement processes; and materials to support members’ use of, and advocacy for, the brand * Production of other brand components, guidance and collateral that meet strategic aims and emphasise Q’s unique purpose   Consideration and redesign of all aspects of the verbal identity of Q are within scope, excluding its name. Aspects of visual identity such as use of imagery, graphics and any refinements to our colour palette are also in scope. We are open to understanding what the evidence shows is most helpful in relation to our logo, but have not assumed this has to change.  Should specific findings through the discovery phase suggest any changes in scope are required to respond effectively to our audiences’ priorities, these will be brought to the project board to agree next steps within the bounds of the project timeline and budget. |
| Budget | We are seeking proposals up to a maximum of £65,000 including VAT. This total budget includes any costs for travel and workshops (if this becomes possible in the context of COVID-19) and any tools or outputs created. |
| Outcomes | Implemented a refreshed brand for Q that has the support of our internal stakeholders and tests well with priority audiences. The narrative, hierarchy, tools and assets will make it easier for the team to engage our priority stakeholders and audiences in our offers and asks in the short and long term as we work towards the goals set out in Q’s 10-year strategy. |

1. Instructions for tender responses
   1. The Foundation reserves the right to adjust or change the selection criteria at its discretion. The Foundation also reserves the right to accept or reject any and all responses at its discretion, and to negotiate the terms of any subsequent agreement.
   2. This work specification is not an offer to enter into an agreement with the Foundation, it is a request to receive proposals from third parties interested in providing the deliverablesoutlined. Such proposals will be considered and treated by the Foundation as offers to enter into an agreement. The Foundation may reject all proposals, in whole or in part, and/or enter into negotiations with any other party to provide such services whether it responds to this specification and request for response or not.
   3. The Foundation will not be responsible for any costs incurred by you in responding to this specification and will not be under any obligation to you with regard to the subject matter of this specification.
   4. The Foundation is not obliged to disclose anything about the successful bidders, but will endeavour to provide feedback, if possible, to unsuccessful bidders.
   5. Your bid is to remain open for a minimum of 180 days from the proposal response date.
   6. You may, without prejudice to yourself, modify your proposal by written request, provided the request is received by the Foundation prior to the proposal response date. Following withdrawal of your proposal, you may submit a new proposal, provided delivery is effected prior to the established proposal response date.
   7. Please note that any proposals received which fail to meet the specified criteria contained in it will not be considered for this project.
2. Selection criteria
   1. Responses will be evaluated by the Foundation using the following criteria in no particular order:

* Ability to deliver on all required services or outputs
* The quality and clarity of the proposal, products or services
* Evidence of proven success of similar projects
* Evidence of proven success of implementing projects which embedded inclusion, equity, collaboration and accessibility
* Responsiveness and flexibility
* Transparency and accountability
* Value for money
* Financial stability and long-term viability of the organisation (Due diligence will be undertaken on all shortlisted organisations)
* Ability to work with others
  1. It is important to the Foundation that the chosen provider can demonstrate that the right calibre of staff will be assigned to the project; therefore, the project leader who will be responsible for the project should be present during the panel interviews if you are selected.

1. Selection process
   1. Please email electronic copies of your completed response form (see below) plus any accompanying documents to Faye Goldman, Head of Communications, Q – Faye.Goldman@health.org.uk by 12:00 on Friday 7 May 2021.
   2. A response to your application will be made by 17:30 on Wednesday 12 May 2021.
   3. Conversations with shortlisted organisations will be held on Tuesday 18 and Wednesday 19 May 2021.
   4. A final decision will be communicated by 21 May 2021
   5. Start date to be agreed following the final decision and would be as soon as practicable – with the project ideally kicking off in June 2021.
2. Confidentiality
   1. By reading/responding to this document you accept that your organisation and staff will treat information as confidential and will not disclose to any third party without prior written permission being obtained from the Foundation.
   2. Providers may be requested to complete a non-disclosure agreement
3. Conflicts of interest
   1. The Foundation’s conflicts of interest policy describes how it will deal with any conflicts which arise as a result of the work which the charity undertakes. All external applicants intending to submit tenders to the Foundation should familiarise themselves with the contents of the conflicts of interest policy as part of the tendering process and declare any interests that are relevant to the nature of the work they are bidding for. The policy can be found and downloaded from the Foundation’s website at the following location: <https://www.health.org.uk/sites/default/files/2019-02/Health-Foundation-policy-on-conflicts-of-interest.pdf>

Specification Response

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| Response to: | **Developing the Q community brand** |
| Name of applicant: |  |

**Contents:**

1. About your organisation
2. Proposal
3. Management and communications
4. Details of team members
5. Resources
6. Contract
7. About your organisation
   1. Organisation details

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| Organisation Name |  |
| Type of organisation |  |
| Company or Charity Number |  |
| VAT Number |  |
| What was your organisation’s income in the most recent financial year? *(Not applicable for public bodies/universities)* |  |
| Address |  |
| Registered Address (if different) |  |
| Website Address |  |
| Primary contact name including position and title (to whom all correspondence will be addressed) |  |
| Phone numbers (office and mobile) |  |
| Email address |  |

* 1. Organisational description

Please provide a brief description of the organisation in terms of its activities/services and the organisational governance and management structure

1. Proposal
   1. Please use this section to provide an overview of your proposal

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Please give us the details of your proposed approach remembering to refer back to the Project Specification. Your proposal must include detailed plans ensuring the following issues are addressed. Further materials or accompany documents can be provided.

* 1. How will your proposal meet the needs of the Q community?
  2. Your approach
  3. Your relevant experience and expertise
  4. Capacity to deliver and value for money
  5. Any other relevant information, including links to any relevant samples of your work and noting any supporting documents that you have shared

1. Management and communications
   1. Please use this section to describe how you envisage working with the Health Foundation and the other stakeholders in this work. Additionally, please give details of how you will ensure we are kept informed of the project's progress.

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* 1. Please provide a project management plan including key milestones and phases.
  2. Please consider any risks in relation to the proposal and how you will mitigate against these.

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1. Details of team members
   1. Please provide details of the key members of your team who will be working on the programme of work. Please copy the table below to include additional team members.

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| Name | **Title** | **First Name** | **Last Name** |
| Relevant experience for this project |  | | |
| Roles and responsibilities on this project |  | | |

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| Name | **Title** | **First Name** | **Last Name** |
| Relevant experience for this project |  | | |
| Roles and responsibilities on this project |  | | |

1. Resources

We require full costing of your proposal. Please fill in the budget template and submit it alongside this application. The Health Foundation wishes to maximise the return it provides to beneficiaries and obtain best value from external suppliers.

* 1. What is the total cost of your proposal? Please include VAT in your costing.

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* 1. Please provide full justification for your costs, including the time spent on the project by each member of your team and all other relevant costs.

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* 1. Please provide an outline of how you will manage the responsive nature of this project, supporting us to prioritise deliverables within the total resource available.

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1. Supplier references

Please note that if you/your organisation has not worked with THF before we will be contacting your references if you are shortlisted for interview or if you are the only supplier.

Name, address, phone number and email address of first referee:

Name, address, phone number and email address of second referee:

1. Contract
   1. Do you agree to all the terms and conditions in our Sample contract (attached alongside this document)? If not, please give details.

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Signed on behalf of the organisation:

Name:

Position:

Date: