



Invitation to Tender for System Mapping &  
Strategic Consultation

July 2022

Amy Woolger, NHS Charities Together  
[amy@anhsc.org.uk](mailto:amy@anhsc.org.uk)

## 1. KEY DETAIL

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**Name of Project:** System Mapping & Strategic Consultation

**Client:** NHS Charities Together

**Description:** NHS Charities Together wishes to appoint an experienced consultant to undertake a key strategic project. Our ambition is to be recognised as a valuable strategic partner and to ensure that all our activity is meaningful and relevant in the wider system within which we operate.

The consultant will be expected to support us to map out the system within which we operate, identifying stakeholders and touchpoints, gathering insight on existing activity and priorities related to our key strategic themes. This should be followed by consultation with stakeholders on our strategy, and their activity and priorities, to a) establish benchmark awareness and understanding of NHS Charities Together and the role that we play and b) understand our space and how we can add most value/impact.

The aims of the project are to:

- **To improve our understanding of the system within which NHS Charities Together operates and existing activity/priorities related to our key strategic themes;**
- **To establish a benchmark for the level of awareness and understanding of NHS Charities Together and the role that we play across senior policy and decision makers (with a view to repeating the exercise again at a later date);**
- **To improve our understanding of the space that NHS Charities Together occupies and how we can add most value/impact; and**
- **To help shape and inform two key evaluations we will be commissioning in 2023 around our key strategic themes.**

This is an exciting project, which will support and inform strategic and operational activity moving forward at NHS Charities Together.

**Contract Value:** £70,000 + VAT (if applicable)

**Closing Date:** Friday 2<sup>nd</sup> September at 5pm

**Management:** Amy Woolger, Senior Manager for Learning & Evaluation, [amy@anhsc.org.uk](mailto:amy@anhsc.org.uk)

## 2. BACKGROUND & CONTEXT

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### 2.1. About Us

NHS Charities Together is the national, independent charity caring for the NHS, so everyone can have better healthcare. We are the collective voice for a network of over 230 NHS charities, and have allocated £140 million to the network to deliver a range of projects supporting the NHS. We have funded over 600 projects delivered through over 230 NHS charities and 700 partners to make a difference for staff and patients. These include counselling services, helplines, and intensive psychological support for staff; patient focused initiatives like training for emergency responders, research into long COVID, and specialist equipment; and projects designed to make access to healthcare more equal – so the best of NHS care is available to everyone, now and in the future.

As a collective, we provide the extra support that's needed to care for staff, patients, and improve health in our communities.

### 2.2. NHS Charities

There are over 230 NHS charities across the UK and most of them focus on helping our hospitals do more. Collectively these charities give over £1million every day to the NHS so that people can stay well for longer and get better faster. In recent years NHS charities have funded major capital projects, pioneering research and medical equipment at our hospitals, helping patients access the best possible care when they need it most. NHS charities enable the NHS to go above and beyond what it would otherwise be able to provide.

### 2.3. The Association of NHS Charities & NHS Charities Together

Founded in 2000, the Association of NHS Charities started as an informal group of the largest NHS Charities which came together to provide mutual support and a forum for discussion. Since then, we have changed our name to NHS Charities Together (to better reflect what we do and who we support) and grown steadily, welcoming charities both large and small from across England and Wales, as well as Scotland and Northern Ireland. Today NHS Charities Together represents 100% of the NHS charity sector in the UK as members.

NHS Charities Together provides a forum for nationwide fundraising and advocacy campaigns, provides advice and guidance to its members, bespoke conferences and training days covering issues and development opportunities for NHS Charities, as well as access to online resources and support through exclusive member pages on the website.

### 2.4. Our Vision, Mission and Values

**Our vision is:** Helping the NHS tackle today's challenges and tomorrow's opportunities

**Our Mission is:** With our NHS charity members, we are here for the people of the NHS: staff, patients, and their families, as a catalyst and convenor of ideas, programmes and partnerships that help the NHS recover from the impact of Covid-19, reducing health inequalities and helping to save lives

**We are currently undertaking work to further develop our values so that they are meaningful and support us to deliver our strategy. However, everything we do is underpinned by our philosophy to:**

- Actively listen - we seek first to understand before we are understood
- Collaborate - together we are more than the sum of our parts
- Every life counts - we champion diversity, equity, and inclusion in all that we do

## 2.5. Strategic Development

The Senior Leadership Team (SLT) at NHS Charities Together has undertaken extensive discussion and development activity around the strategy. This has included both consultation and dissemination to the membership. The overarching strategy includes three key strategic themes:

- Improving NHS staff wellbeing
- The prevention of ill health and improvement of long term health conditions
- Empowering the NHS charity sector to be high performing and impactful

The use of volunteers is a key cross-cutting theme. We recognise the power of volunteering and the role of volunteers in achieving our ambitions. We have funded projects to enhance and introduce volunteering in Ambulance Trusts; match funded the Volunteering Futures Fund with the Department of Culture, Media and Sport (DCMS) to support young people who face barriers to volunteering into opportunities; and are exploring strategic partnerships and collaborations with key stakeholders in this field.

Another cross-cutting theme is reducing health inequalities, and understanding what this means and how this is different with an intersectional approach<sup>1</sup>. In order to have an impact on ‘improving NHS staff wellbeing’ and the ‘prevention of ill health and improvement of long term health conditions’, we must consider health inequalities through an intersectional lens. All activity undertaken by NHS Charities Together and appointed consultants must consider this.

We are undertaking further work to support and inform our strategy. This includes generating the evidence we need to refine the detail underpinning our key strategic themes. An integral part of this will be this project, as well as further evaluation. In 2023, we plan to undertake two large evaluation pieces related to improving NHS staff wellbeing and the prevention of ill health and improvement of long term health conditions. This will be an opportunity to look across our grant funding portfolio, analysing the huge range of over 600 projects we have so far funded during the covid appeal, through the lens of our strategic themes to evidence impact and help inform future strategy. This project will ensure that these evaluations are framed appropriately and generate meaningful evidence and insight to wider policy context.

## 2.6. The System Within Which We Operate

**Staff wellbeing, the contribution of volunteers, and integration within the voluntary sector are all key themes on the policy agenda.** NHS Charities Together can play a key catalyst role to support NHS charities and bodies, during what is an increasingly challenging operational context. We are in touch with representatives across the nations to understand the most effective role we might play, in terms of sharing learnings, funding pilots etc. This project will be an extension of the work that we have begun.

There is an urgent need to support the health and care workforce, ensuring NHS staff feel supported and valued, and work in a safe environment, in order to support retention. There is the ongoing Covid response, alongside a need to address the backlog; a background of increasing health inequalities worsened by the pandemic; and significant financial constraints. All NHS bodies are looking at their workforce strategies and this includes the contribution of volunteers and carers to inform future workforce plans.

Integration and engagement with the voluntary sector is also on the agenda. In England, new Integrated Care Systems (ICS) came into force in July 2022, bringing together a broad alliance of partners concerned with improving the care, health and wellbeing of the population. Integration and engagement with the voluntary sector is encouraged and this provides an opportunity for NHS charities. As part of our Stage 2

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<sup>1</sup> Crenshaw, Kimberlé (1989)

Community Partnerships grant funding programme, larger NHS charities took on a “lead charity” role to support partnerships between the NHS and community organisations, helping to take pressure off the health service.

Despite the policy context presenting opportunities, for NHS Charities Together to have the maximum impact for the NHS, we need to better understand existing activity and priorities related to our key strategic themes, our space and how we can add most value/impact.

In turn, this will build on awareness raising activities with NHS trust leadership around the impact and potential roles/outcomes that charitable funds and partnerships can have. This also includes where funding from NHS charities can be spent. In addition, findings will also support us to continue to raise the capacity of the sector to ensure all NHS charities have suitable levels of support, regardless of location.

## 3. SPECIFICATION

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### 3.1. Introduction

NHS Charities Together wishes to appoint an experienced consultant to undertake a key strategic project.

### 3.2. Project Overview

#### 3.2.1. *Why the project is needed*

Our ambition is to be recognised as a valuable strategic partner and to ensure that all our activity is meaningful and relevant in the wider system within which we operate. In order to do this, we need to better understand the system, and gather a baseline on awareness and understanding of NHS Charities Together and the role that we play across senior policy and decision makers.

#### 3.2.2. *Who it is for*

The primary audiences of this project will be senior leaders at NHS Charities Together. Key insights will inform our strategic activity, and are likely to be shared with the following:

- Our staff and Trustees
- NHS Charities/members
- NHS and relevant health bodies such as Public Health, across all nations
- Relevant Government departments across all nations, including (but not limited to) the Department of Health and Social Care (England), the Health and Social Care Directorates (Scotland), Department of Health (North Ireland) and Department of Health and Social Services (Wales)
- Think Tanks, charities and other organisations in the health policy sector across all nations
- Corporate partners, high value donors, philanthropists

#### 3.2.3. *What it will measure (and what it won't)*

The aims of the project are to:

- To improve our understanding of the system within which NHS Charities Together operates and existing activity/priorities related to our key strategic themes;
- To establish a benchmark for the level of awareness and understanding of NHS Charities Together and the role that we play across senior policy and decision makers (with a view to repeating the exercise again at a later date);
- To improve our understanding of the space that NHS Charities Together occupies and how we can add most value/impact; and
- To help shape and inform two key evaluations we will be commissioning in 2023 around our key strategic themes to evidence our impact and help inform our strategy.

The objectives are to, by the end of the project:

- Produce a systems map, identifying stakeholders and touchpoints, gathering insight on existing external activity and priorities related to our key strategic themes, building on existing work.
- Consult with key stakeholders on our strategy, and their activity and priorities, to a) establish benchmark awareness and understanding of NHS Charities Together and the role that we play and b) understand our space and how we can add most value/impact.

- Produce a final report which meets our aims and takes a strategic, evidence-led approach, in 1-3-25 best practice format.

We wish to answer the following questions:

- What does the system within which NHS Charities Together operates look like? Who are the stakeholders and touchpoints?
- What are the key activities and priorities related to our strategic themes?
- What is the benchmark level of awareness and understanding do key stakeholders have of NHS Charities Together and our role?
- Where do key stakeholders feel we can have the most impact and value?
- How does this influence our activity and priorities going forward, including our two future strategic evaluation pieces?

### 3.2.4. How and when it should take place

The total budget is **£70,000 + VAT (if applicable)**.

A Gantt chart for the project is provided below. The yellow boxes indicate reporting points.

	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Invitation to Tender (ITT) goes live	■						
Scoring & interviews		■					
Consultant appointed & kick-off		■					
Activity			■	■	■	■	■

**The project will need to be delivered across five months, with a final report in mid-Feb 2023. We appreciate that the delivery timeline is challenging so please consider this within your experience and capacity. Our Head of External Affairs will be able to facilitate connections with some external stakeholders, but the appointed consultant will also need to be proactive and facilitate their own connections with other stakeholders. As part of the project, we expect consultation with the following:**

- **Our staff and Trustees**
- **NHS Charities/members**
- **NHS and relevant health bodies such as Public Health, across all nations**
- **Relevant Government departments across all nations, including (but not limited to) the Department of Health and Social Care (England), the Health and Social Care Directorates (Scotland), Department of Health (North Ireland) and Department of Health and Social Services (Wales)**
- **Think Tanks, charities and other organisations in the health policy sector across all nations**

### 3.3. Our Requirements

The appointed consultants will need experience in:

- Systems mapping, systems change and systems thinking
- Strategic development
- Recruitment, engagement and consultation with senior leaders

#### 3.3.1. Key Deliverables

The following are key deliverables for the project:

- A systems map which NHS Charities Together may be used in public facing resources
- A clear benchmark of awareness and understanding of NHS Charities Together and the role that we play so that we can repeat this exercise and draw comparisons at a later date
- A report which meets our aims and takes a strategic, evidence-led approach, in 1-3-25 best practice format
  - The report should include key evidence, insight and recommendations for strategic and operational partnerships and activity going forward, within the system context, as well as recommendations for the evaluation focus

## 4. SUBMISSION DETAILS

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### 4.1. Commissioning Timeline

- **Deadline for Submissions:** Friday 2nd September at 5pm
- **Interviews Dates (Expected):** Tuesday 13<sup>th</sup> September
- **Appointment Date:** Friday 16<sup>th</sup> September – with a view to beginning activity from Monday 3<sup>rd</sup> October

### 4.2. Budget

The total budget is **£70,000 + VAT (if applicable)**.

### 4.3. Submissions

Please submit your proposal to [amy@anhsc.org.uk](mailto:amy@anhsc.org.uk) by no longer than 5pm on Friday 2<sup>nd</sup> September.

**Submissions after this deadline will not be considered.**

You may submit questions and requests for clarification/further information up to the deadline. Please send these to [amy@anhsc.org.uk](mailto:amy@anhsc.org.uk).

Written responses must be in Arial font size 11 and must not exceed 10 pages. Alternatively, a 10 slide PowerPoint deck will also be suitable. Please cover the following points in your submission:

#### Understanding of Requirements

- Your understanding of the requirements as outlined.

#### Experience and Expertise

- Please outline your relevant experience and expertise; in particular, how this will enable you to deliver the project in a challenging timeframe.
- Please include projects that provide examples of your experience and expertise in relation to:
  - Systems mapping, systems change and systems thinking
  - Strategic development
  - Recruitment, engagement and consultation with senior leaders
- Details of team members involved in the project, their relevant qualifications, experiences, and expertise. **Please note:** All team members who will have direct contact with service users must have an up to date Basic DBS check.
- If there are any examples of work you wish to send with your application, please either include a web link or share these as a separate document (maximum of 3).

#### Approach, Methodology and Capacity

- Please outline the approach and methodology you would expect to use, taking into account any observations made around how the project should be delivered in the previous section. Specifically, please include:
  - An overview of the approach and methodology, and the rationale for this.
  - What the output(s) may look from the project, and the rationale for this.
  - What you would recommend (and why) in terms of debrief and dissemination.

- Whether you are able to align with the timeline included in the previous section, demonstrating that you have sufficient capacity over course of the project to meet the challenging timeframe
- Further detail on your activity across the timeline of the project. **Please include a detailed Gantt chart of project activity.**
- Any potential risks that you foresee and how you will mitigate those risks through your approach.

#### Research Ethics, Safeguarding and Governance

- Please provide your organisation’s policy on research ethics, safeguarding and governance. This should specifically include your approach to working with and safeguarding service users.

#### Budget and Value for Money

- A full indicative budget breakdown in a similar format to the image below. Expenses should include costs for travel, accommodation, subsistence and incentives. Please describe how your organisation offers good value for money and what added value you can provide.

Day Rate	£850.00	£750.00	£650.00	
Activity	Name	Name	Name	Total
A	1	1	0	2
B	2	0	1	3
C	0	3	3	6
D	4	4	4	12
E	2	1	2	5
F	1	1	1	3
<b>Days</b>	10	10	11	31
<b>Cost</b>	£8,500.00	£7,500.00	£7,150.00	£23,150.00
<b>Expenses</b>				£500
<b>Total Cost (exc. VAT)</b>				£23,650.00
<b>VAT</b>				£4,730.00
<b>Total Cost (inc. VAT)</b>				£28,380.00

#### 4.3.1. Scoring Criteria

##### Scoring Criteria

All proposals received will be assessed according to the following weighted scoring criteria:

- Understanding of Requirements (10%)
- Experience and Expertise (25%)
- Approach, Methodology and Capacity (25%)
- Research Ethics, Safeguarding, and Governance (15%)
- Budget and Value for Money (25%)