



# Centre for Co-production in Health Research Pilots

## Invitation to Tender

### Co-creation of an evaluation strategy & framework for the UCL Centre for Co-production in Health Research

16 July 2018

#### GENERAL INFORMATION

##### A. Tender context

There is growing recognition of the role that people and communities have in helping tackle health and social care challenges. Many funders are increasingly asking for evidence of public involvement and engagement. However, there are only few initiatives like the UCL Centre for Co-production of Health Research that will explore new ways of working with people and aim to transform the way health research is conducted. The Centre wants to utilise co-production and other similar methods to create new links and partnerships, which will help UCL to include diverse groups and communities that are not traditionally part of research. The Centre will build on existing strengths such as the high quality research already taking place within UCL and the UCL Hospitals.

In Oct 2017, work started to develop the UCL Centre for Co-production in Health Research with funding received from the Wellcome Trust Institutional Strategy Support Fund (ISSF) and awarded to the UCL School of Life and Medical Sciences (SLMS). The Centre is not owned by a single department, it sits across both the UCL Public Engagement Unit (PEU) and the SLMS Research Co-ordination Office.

By co-production, we mean:

*“An approach to research in which researchers, practitioners and public work together, sharing power and responsibility from the start to the end of a research project, including the generation of knowledge” (INVOLVE, 2018).*

ISSF funding is awarded to universities in the UK to enable them to invest in areas that are of mutual strategic importance to Wellcome and the individual institutions. A portion of the funding awarded is for public engagement work. By public engagement, we mean activities designed to create collaboration between academics and relevant communities focused on mutual benefit and the joint creation of knowledge (see the [UCL PEU strategy](#) for further information). Co-production is an approach to completing this work that goes beyond traditional funder requirements and conventional university strategy; it embraces true involvement of members of the community in the development of research, products, interventions or innovations from the outset and throughout. It is a way of working that is new to many people within UCL and the university sector generally and indeed many other sectors.

UCL has received previous ISSF funding for public engagement and largely used it to award small grants to researchers within the SLMS for public engagement or Patient Public Involvement (PPI)

projects (see the [INVOLVE guidance](#) for a definition of what we mean by the term PPI). Evaluation of this approach revealed that it had achieved little long-term strategic change and that it was very small scale and not sustainable. The approach did not really move many people along the public engagement journey (see [UCL PEU strategy](#) for further information) and of those it did they didn't move very far. As such, the idea of setting up the Centre was developed, to assist the university and researchers (both from UCL and from the community) develop greater understanding of, support for, and use of the principles of co-production throughout SLMS research and eventually across the university more widely. Together we will look to address the questions important to us all and develop (co-produce) innovations, products and/or treatments to improve people's health and wellbeing.

The Centre is currently being co-produced and still under development (something that this evaluation framework will help further inform) however, the current thinking is that the Centre will look to achieve the aims and objectives outlined in Section 10 - Appendix 1 (on Page 7 of this document).

### B. Timeline

The ISSF funding is in place until 2021 and is being utilised to develop the UCL Centre for Co-production. Additional funding and or partnerships will be developed in order to ensure the long-term sustainability of the Centre. The following timeline outlines rough plans for Centre development in 2018 and 19.

**Table 1: Project Timeline 2018-19**

| Spring 18  | Summer 18  | Autumn 18   | Spring 19  | Summer 19  | Autumn 19 |
|--|--|---|--|--|-----------|
| <i>Developing through conversation</i>   | <i>Development through doing</i>   | <i>Development through reviewing</i>  | <i>Building the case for co-production</i>       |  |           |
| Allies Group – 7 Mar (advisory group)  | Allies Group – 20 Jun (advisory group)   | Allies Group – 6 Nov (advisory group)   |  |  |           |
| <b>Expert Advice &amp; Ideas sessions</b> - community, researchers, patients, clinicians, carers | <b>Pre pilot development work</b> - Mapping work, evaluation framework development | <b>In house pilots live</b> - £3-5000 x5 pilots to test approaches to Centre infrastructure | <b>Co-production Training</b> - for all involved |  |           |
|  |  | Set up projects, space to develop relationships/ project ideas                              | Launch projects Applications for funding         | <b>Projects live</b> - £10,000 funding x5 projects |           |

### C. Requirements

We require a robust co-produced evaluation strategy (see Appendix 2, page 7 for some thoughts on possible approaches) and framework that includes appropriate research design, and the underpinning theory to support the approach chosen.

Once in place and once the Centre launches, this framework will help us to:

- Collate evidence (qualitative and quantitative) in collaboration with Centre collaborators about what works and so support the case for the use of co-production in research and further development of the Centre. The evidence required falls into two main categories:

#### Process of co-production

Are the methods and approaches we are using effective at engaging communities, healthcare professionals and researchers? Some questions we are keen to explore include:

- How successful is, the infrastructure and methodology set up in achieving the aims and objectives outlined for the Centre?
- Do those involved feel that they have power and that they are genuinely involved in the process and decision-making?
- Have we engaged with, and involved less often-heard voices in the development of the Centre?

#### Impact of co-production

Do the processes of co-production lead to better results? Questions we are keen to explore include:

- How successful is the Centre in raising awareness of authentic co-production within UCL and more widely across the UK?
- Has co-production contributed to the achievement of desired outcomes and impacts for the development of the UCL Centre for Co-production? If yes, how?
- What skills are developed as a result of being part of co-production projects and how does this assist in the strategic change/organisational development aims and objectives outlined?
- How does the Centre add value in relation to development of lasting relationships with community? (Both local and national)

## **FURTHER INFORMATION**

### **1. Current situation**

#### *Strategic context:*

Please see the useful documents section (see Page 6) for further information about the Centre, Centre development Pilots, and UCL more generally. In addition, the UCL Public Engagement Evaluation Framework attached gives details of the conceptual approach we are taking to our broader work. The framework put in place will need to compliment this framework and plans for a new framework to be launched in 2019.

#### *Staffing and resource context:*

The Project Manager for the UCL Centre for Co-production (Niccola Hutchinson-Pascal) will be your main point of contact. She manages day-to-day Centre development whilst working closely with a group of internal and external collaborators. She will provide the link for you to Centre collaborators with which this piece of work will be co-produced.

UCL Culture (the department that PEU sits within) has access to existing evaluation expertise in the form of the 0.6 FTE Head of Evaluation (Gemma Moore). For the purpose of this tender, they will work in an advisory capacity at Kick-off to ensure alignment with the PEU evaluation framework.

### **2. Scope of work**

#### **Phase 1:** 20 August – 30 September 2018

Develop a draft evaluation strategy and process for framework development using co-production methodologies

#### Outputs required:

- Establish clarity over the changes/inputs we seek to achieve via Kick-off meeting (17 August 2018)

- Develop a draft evaluation strategy, draft process, and bring together Centre collaborators to examine plans and co-produce the strategy and the plan for Phase 2 (facilitated Expert Advice & Ideas Session 1).
  - Establish what data (quantitative and qualitative) we need to collect in Phase 2 (and develop ideas for Phase 3) - including mechanisms, procedures and responsibilities for the data collection
- Report findings and make recommendations for Phase 2 (informal written report and phone call) to be provided to UCL by 30 September 2018.

**Phase 2:** - 1 October 2018 – 31 January 2019

Develop a co-produced evaluation framework using the process developed in Phase 1. Test and refine the framework as part of the Centre Pilot projects (see the [Blog about the Pilots](#) in particular Document 2: Pilots Collaborators FAQs for details about the Pilots).

Longer term, the framework developed will be used to evaluate the work of the Centre once it is launched in spring 2019 (exact date TBC).

Outputs required:

- A tested framework co-produced with Pilot partners and Centre development collaborators (facilitated Expert Advice & Ideas Session 2 - and 2B if required) utilising the process developed in Phase 1.
  - Draft framework to be shared with UCL by end of January 2019
  - Feedback received should be collated and development work documented
- Report findings from Phase 2, and make recommendations for Phase 3.
  - Report and recommendations to be with UCL (informal written report and phone call) by 31 January 2019.

**Phase 3:** 1 February – 16 February 2019

Utilise co-production work findings and information gathered in Phases 1 and 2 in order to refine the framework development (as required).

Finalise the co-produced evaluation strategy and framework to be utilised from Centre launch.

Outputs required:

- Refine planned systems and processes following a co-production session with Centre collaborators in January 2019 (facilitated Expert Advice & Ideas Session 3). The framework should be ready to use from 16 February 2019.
- Report back to UCL on findings (written report and presentation in person), and make recommendations from the work completed
  - Final report, co-produced evaluation strategy and framework to be provided to UCL by 16 February 2019 (the Centre and framework is likely be launched in late February/early March 2019 – date TBC). Final report should include:
    - Write up of strategy and framework developed
    - Processes utilised and information on how they were implemented
    - Recommendations as to possible next steps and thoughts on how to implement the framework going forwards
    - Recommendations about how to disseminate learning

**3. Conditions**

The consultant(s) would work with UCL Culture staff but also with other UCL academics and professional services staff, healthcare professionals and community collaborators (individuals) and

community partners (organisations). The consultant(s) will use his/her own office materials and computer in the execution of the work but can also use the office space and facilities of UCL Culture. The consultant(s) will be responsible covering for his/her own travel and all other costs from within the available budget (however, UCL will provide a facilitator, room and administration support for the three (or four Expert Advice & Ideas Sessions outlined as required). The Consultant(s) assigns to UCL all existing and future intellectual property rights in the works, resources and all materials produced for this project.

#### 4. Payment and Timing

The consultant(s) or organisation commissioned will be paid by UCL Culture, upon approval of outputs as agreed in writing between the appointed consultant(s)/organisation and nominated UCL Culture contact.

The UCL Centre has an approximate budget as outlined below:

- **Phase 1** of the consultancy - £3000-4000 (including VAT). This work should be undertaken between 20 August 2018 – 30 September 2018.
- **Phase 2** of the consultancy - £7500-8500 (including VAT). This work should be undertaken between 1 October 2018 – 31 January 2019.
- **Phase 3** of the consultancy - £1500-2500 (including VAT). This work should be undertaken between 1 February 2019 and 16 February 2019.

#### 5. Tender application process

There is the opportunity (recommended) to have an informal chat with Niccola Hutchinson-Pascal to inform your subsequent formal applications – please email [n.pascal@ucl.ac.uk](mailto:n.pascal@ucl.ac.uk) to organise this. A full list of deadlines are outlined in the Table 2 below.

**Table 2: Tender process timeline**

|   |                               |
|---|-------------------------------|
| Informal chat to explore potential ideas      | 23 July 2018 - 3 August 2018  |
| Deadline for submission of tender application | 12 midnight, 8 August 2018    |
| Outcomes of tender                            | 15 August 2018                |
| Kick-off Meeting                              | 09.00 – 11.00, 17 August 2018 |
| Start of tender                               | 20 August 2018                |
| End of tender                                 | 16 February 2019              |

Please note: It is expected that the consultancy will be conducted over a period of approximately 6 months as outlined. Starting in August 2018, with an estimated 20-25 effective working days completed in this time.

#### 6. Tender specifications

Some thoughts on possible approaches to this work are outlined in Appendix 2 (see page 7). However, the strategy utilised and structure of the work is very much up for discussion based on the best way to achieve the aims outlined in this document (in particular see Appendix 1, page 7). Ideally, we are looking for someone who has an understanding of developing monitoring and evaluation frameworks in complex community based projects as well as both experience of, and commitment to, co-production principles. We are looking for a consultant, organisation or collaboration of consultants/organisations with relevant expertise to work with Higher Education Institutions and/or similar institutions, not-for-profit sector organisations and the health and social care sector in the UK.

An individual applicant or organisation is expected to:

- Have proven experience of developing and implementing monitoring and evaluation strategies and frameworks for complex organisations undertaking community engagement programmes
- Embrace and champion the principles of working in co-production and have put this into action
- Understand the importance of working in co-production, co-creation and/or co-design
- Have the ability to think creatively and adapt in response to the institutional context in which they are working
- Have the ability to work efficiently within budget and timescales
- Have awareness of diversity and equal opportunities issues, and their specific relevance to UCL

## **7. Format of submission**

Applicants must then provide the following by 12 midnight on **Wednesday 8 August 2018**:

1. Individual biography/ies for those you propose should be involved in the work
2. Introduction to why you want to undertake the project and what interests you about it
3. Outline of the proposed methodology to complete this project, demonstration of your understanding of the brief
4. Outline of how you would structure the time you spend on the project
  - a. How much of your time would it take?
  - b. What would you hope to achieve and by when?
  - c. What type of outputs would you anticipate?
5. Budget breakdown by Phases 1, 2, and 3

## **8. Useful websites & documents**

[UCL website](#)

[UCL 2034 strategy](#)

[UCL Culture website](#)

[UCL PEU webpages](#)

[UCL PEU Strategy](#)

[UCL PPI team webpages](#)

Please also make use of the [information about the launch of the Pilots](#)

Attached – UCL PEU Evaluation Framework

## **9. Additional information**

Work that is out of scope for this tender – included for information only

Further work may be required after the Centre (and evaluation strategy and framework outlined in this invitation to tender) are launched in spring 2019. We will identify requirements for this additional work as the Centre develops and put out an additional call for support as appropriate.

This additional work may include:

- Support to implement the strategy and framework developed after launch in spring 2019
- Support and advice for key stakeholders on the:
  - a) Ongoing evaluation of their programme of engagement activities
  - b) Embedding of key research questions into their methodologies
- Support to disseminate learning from the development of this evaluation strategy and framework

## 10. Appendix

### Appendix 1

The Centre is currently being co-produced and still under development (something that this evaluation framework will help further inform) however, the current thinking is that the Centre will look to achieve the following:

| Aims  | Objectives   |
|---|--|
| Raise awareness of co-production, reduce duplication of effort and maximise the impact of SLMS research | Establish an infrastructure and methodology for UCL's distinctive take on co-production within SLMS <ul style="list-style-type: none"> <li>• Align the work and training/resource provision of the UCL PEU and the PPI function within the UCL Biomedical Research Centre (BRC)/University College Hospital (UCH)</li> <li>• Develop accessible online communities and interactive resources that will help facilitate exchange of knowledge between those involved</li> </ul>   |
| Bring about strategic change in the way UCL researchers go about involving people in health research    | Strengthen and support the public partnership work (whether they are patients, members of the public, members of the local community, healthcare professionals) undertaken by SLMS researchers and the community and ensure that there is mutual benefit for all involved. <ul style="list-style-type: none"> <li>• Provide small grants for researchers and members of the community to work in co-production to deliver a series of innovations, products or interventions that will improve health and wellbeing</li> <li>• Focus on co-producing health research which addresses the health and social care priorities of less often heard voices/communities</li> </ul> |
| Act as a live showcase of the benefits of working in co-production and secure the future of the Centre  | Provide a space (physical and/or virtual) for genuine collaboration between communities, researchers and healthcare professionals <ul style="list-style-type: none"> <li>• Utilise learning to assist in gaining partnership and funding support</li> <li>• Gain additional UCL senior management support for the Centre and this way of working generally</li> </ul>  |
| Share findings from the Centre development work   | Influence policymakers, funding bodies and academic journals of the importance of co-production <ul style="list-style-type: none"> <li>• Move these groups towards consideration of more flexible models that work for both a traditional approach to research and one that allows for inclusion of the community in an authentic and genuine way</li> </ul>   |

### Appendix 2

#### Some food for thought – the evaluation strategy approach

Outlined below are some of the areas of evaluation theory and organisational development theory that we have been exploring as possible approaches to the evaluation of this work. Several of the approaches look at ideas from an organisational perspective but we feel could be adapted to embrace sector development as is relevant in this case.

The ideas listed are as food for thought only. It is not essential to include any of them in your application. We are very open to exploring all ideas on how to approach this work.

Areas of interest include:

- [Developmental Evaluation](#) (SSI Initiative in Canada which includes J.W. McConnell Family Foundation, DuPont Canada, and the PLAN Institute for Caring Citizenship) - its purpose is to examine the capacity of social innovation to address intractable social problems.
- [Inclusion Engagement Quotient \(IEQ\)](#) (Liberating Structures) – measures the ability of people to engage with and include others individually or as a group and helps identify what needs to change in order to build the expertise for achieving higher levels of engagement across the board
- [Relational Coordination](#) (Gittell at Brandeis University, MA USA) - insight into the relational dynamics that exist among individuals, workgroups and organizations. It looks at the ability of the group to communicate and relate to achieve a shared goal, is there a link between this and effective co-production?
- [National TOMS Framework](#) (Social Value UK) – provides a minimum reporting standard for measuring social value
- [Dialogic Organisation Development \(OD\)](#) – school of thought that believes transformational change depends on the ability of conversations to disrupt the current status quo, introduce new, generative images that allow people to see old situations from new perspectives, and change the core narratives. The prevailing beliefs, stories and images shape how people make meaning of any situation.
- Theory of change logic models - such as, the UCL PEU public engagement journey (outlined in the [PEU Strategy](#)) with measurement of how far people move along this journey as a result of being involved in co-production and the Centre.
- Co-production self-assessment frameworks – various, including 4Pi, NEF, The Co-production Matrix from We are Co:create.

Document ends.