

# INVITATION TO TENDER: DISCOVERY RESEARCH – UNDERSTANDING COMMUNITY BUSINESSES’ IMPACT MEASUREMENT NEEDS

## Clarification Question and Responses from Power to Change

**Q1** Do you have a way to define ‘community businesses’, such as by organisational type? We see the definition on [your website](#), though this could be hard to pin down.

**What prior research document is best to review that shares an agreed definition and criteria to identify as a community business?**

A1 The definition of community business we use is also on our website: *organisations that are locally rooted, accountable to the community, trading for community benefit and creating broad community impact, to empower people to make their local places better, and we support organisations that share these values (or share some of these values and are interested in learning more about how these values might make their organisation stronger).*

**Q2** Does Power to Change hold details for a range of community businesses to include in this project? Will Power to Change be responsible for preparing participants in advance and facilitating co-ordination and set up of sessions?

A2 Power to Change will facilitate contact with community businesses but can not guarantee responses. The successful provider will be expected to manage and co-ordinate fieldwork with agreement from Power to Change.

**Q3** How much energy, resource and cost do you want in each workstream of this project?

A3 Bidders should determine based on the approach that they are proposing.

**Q4** For workstream one, you mention “existing, though limited, evidence”. Can you share a list or description of this? More than studies on your website?

A4 The existing evidence is linked within the ITT, and all our published research is available on the ICS Repository: <https://icstudies.org.uk/repository>. We have insight from experience that can be shared, and we know that insight exists across infrastructure bodies and others in the sector (ie not published research).

**Q5** What shape - and how extensive - are the existing insights in (part of workstream 1)? Could you describe in a bit more detail whether these are in finished reports, anecdotal information or raw data from surveys / interviews.

A5 The existing evidence is linked within the ITT, and all our published research is available on the ICS Repository: <https://icstudies.org.uk/repository>. We have insight from experience that can be shared, and we know that insight exists across infrastructure bodies and others in the sector (i.e. not published research). The limited evidence available is a combination of the published research outlined in the ITT, and insight across the sector we know will exist.

- Q6** *One of the aims of the discovery is to ensure that community businesses are equipped with the skills, capacity, and expertise to demonstrate their impact. What have been the most successful ways to engage and embed learning with this diverse community so far, and what has worked less well? Can you share any lessons learned?*
- A6 *All our available research is available on our website and the [ICS repository](#). Additional learning not published can be discussed at kick off, though we would also expect the supplier to draw on their own experience and learning.*
- Q7** **With a wide range of community businesses, there is likely to be a varying need for tools around impact. Do you want this project to focus on any particular area, type of community business or level of need (eg introductory)?**
- A7 We know that there will be varied experiences and needs, and this project will help us to understand those. We do not wish to focus on any particular area or type of community business at this stage.
- Q8** **There could be a range of outputs from this project, with a range of associated costs. From those listed, what are your priorities?**
- A8 As outlined within the ITT, the outputs produced from this project will depend on the needs identified by community businesses. It will be important that the approach to reporting is flexible, though the outputs listed in the ITT are those we expect may be appropriate.
- Q9** **The ITT mentions that Power to Change are seeking proposals from organisations (or networks/consortiums) - would you consider a proposal from a group of individuals who could demonstrate skills, experience, VFM etc? If so, is there any additional information you would need.**
- A9 We are open to proposals from groups of individuals who can demonstrate the requirements within the ITT. As with any consortium, we would need one person to be the lead and to sub-contract elements to other, named individuals. We would require 2 forms of ID for the lead individual and details of the relevant skills and experience of all participants.
- Q10** **Are you anticipating/open to the contracted Provider subcontracting additional subject matter experts where appropriate as part of their work with Power to Change?**
- A10 We are open to the provider subcontracting additional providers as part of this project, but there will not be additional budget available. We would require details of the relevant skills and experience of all subcontractors.
- Q11** **Do you have any specific requirements about the format of proposals, apart from max 10 pages? (eg would you accept proposals in powerpoint format)**
- A11 No, there is no required format other than what is outlined within the ITT. We will accept proposals in PowerPoint format.

**Q12 Do you know what is driving the need for evidence of impact? Is it because it's required by funders? Is it that it would help community businesses plan better? Or something else?**

A12 Within the Community Business Market Survey, community businesses said that support with measuring impact would be important and beneficial (as outlined in the ITT). This research is an effort to understand what is driving this. We do not wish to pre-empt the findings, but we expect it is likely to be a combination of many factors, including those listed in the question.

**Q13 Do the solutions need to fit into the existing tools you use for measuring impact? Does the answer have to be tweaks and evolution, or can it be a revolution?**

A13 We do not use any standard impact measures or tools and it is not our wish to use this project to impose any measurement tools on any community businesses. The research is completely open.

**Q14 Do you have an idea of how many community businesses you would like to be involved in the research / data gathering stage? Do you have preferences around whether to involve them separately eg via interviews with people from one business or be involved in group discussions/focus groups with people from a variety of businesses?**

A14 The number of community businesses involved is for bidders to suggest, in line with their proposed approach and allocated resource. We do not have a preference as to the method in which community businesses are involved, but would want to ensure that this is the most appropriate based on sound reasoning, and takes into account community businesses' time and capacity.

**Q15 Is the submission of responses the end of the tender process? Or is there a meeting stage? If so, when would this happen?**

A15 Pages 13 and 14 of the ITT set out the tender process and timeline, including provisional dates for interviews.

**Q16 When assessing applications, is the 'size' of the organisation a consideration?**

A16 We are open to submissions from organisations of any size or individuals (or groups of individuals) who bring experience and expertise to the project. The size of an organisation is not a consideration when assessing applications, providing the bidder can assure that they have the required skills and capacity to carry out the work.

**Q17 The programme aims to run for 6 months. Are you anticipating that within this timeframe the Provider can deliver prototype tools and or pilots?**

A17 It is not clear what is meant by 'prototype tools or pilots' in this instance, but we expect all activity outlined within the ITT to be delivered within the timeline set out. Where this is not possible, this can be discussed at interview or commencement stage between the provider and Power to Change.

**Q18** Due to Summer holidays, some of the provider team and potentially target research participants will be potentially on annual leave. Are you open to the Provider suggesting alternative timelines?

A18 Alternative timelines can be suggested by bidders, within reason.

**Q19** The ITT suggests that the chosen provider should work closely with other active suppliers conducting ongoing research. Will Power to Change be responsible for the coordination and management of the availability of people and information from these sources in line with the agreed timeline for this piece of work? Will there be a dedicated project manager for this research project?

A19 Power to Change will connect suppliers where this is relevant. The Impact and Learning Manager at Power to Change will be the primary contact for the successful provider.

**Q20** How will Power to Change guide and ensure that the provider will be able to work within the DI&E, GDPR, ethics and accessibility policies?

A20 It is the responsibility of the successful provider to ensure that they work within applicable policies as set out in our contract terms and conditions.

**Q21** The ITT states that providers should consider and outline how they will ensure a diverse range of experiences and perspectives are captured throughout the research process. How interested are Power to Change in localised place based approaches? E.g. Would Power to Change be interested in using place-based approaches and pilots?

A21 All approaches will be considered provided they meet the requirements set out in the ITT.

**Q22** Has Power to Change conducted any perceptions audits or any research to understand awareness levels amongst community businesses and the support Power to Change offers to them? Also what, if any, prior research has been conducted to measure the perception of community businesses by non-community businesses and residents in a local area and the impact it generates? E.g. should the research address unengaged audiences?

A22 It is not clear how this relates to the scope of the ITT, so further clarification as to scope would be needed in order to answer this question fully. However, all our published research is available on the ICS Repository: <https://icstudies.org.uk/repository>. We do not expect this research to engage with local residents.

**Q23** The ITT mentions the production of 'guidance and supporting resources' a) Is the Provider expected to anticipate what they think these could be within their proposal? b) or are these to be delivered separately to this contract? c) if so should they be costed separately?

A23 All outputs will be delivered within this contract; there is no additional budget. Outputs can be jointly agreed between the provider and Power to Change during the course of the research, but providers are invited to suggest examples.

- Q24** The ITT mentions that there is an additional budget for design work where necessary? Will this additional budget be bound by any procurement guidelines? Will the available budget be published ahead of this Tender being awarded? Will this design work have to be put out in a separate Tender or can the Provider commission from their own roster of designers? Are there internal design and brand guidelines the provider will need to adhere to?
- A24 This process will be managed by Power to Change, but bidders should expect to engage with this process and consider how their outputs will facilitate engaging and alternative design across multimedia. Providers are welcome to suggest design outputs at this stage for consideration. Brand guidelines will be shared as required.
- Q25** Based on previous Power to Change reports, how many iterations should be anticipated before a final report is signed-off? And does Power to Change have templates and tone of voice guidance for reports which must be used? Are the learning blogs public facing or internal intranet?
- A25 This will depend on the quality and circumstances of agreed outputs. We do not have templates. Learning blogs will likely be external. We expect the provider to be flexible and responsive in the delivery of this project.
- Q26** To ensure the design outputs are accessible and engaging for intended audiences, are there any specific criteria we need to consider? E.g. language, neurodiversity, or digital literacy, for example a video with subtitles in any language might be better than a digital document for instance as a key deliverable. What has worked well for these audiences previously?
- A26 Yes, these should be considered when producing outputs.
- Q27** Would the internal workshop to Power to Change staff to share findings be remote/in person or hybrid?
- A27 We anticipate that this would be a remote workshop.