



# Invitation to tender

## Transfer of Power in Practice

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TOYNBEE  
HALL



## Project in Brief

Toynbee Hall are looking to partner with an organisation or individual with a deep understanding of transferring power from organisations to individuals in a sustainable and replicable way.

We need this partner to help us support local people to take control of the use of our spaces and resources and to help us create a pipeline of empowered and empowering local people creating change for themselves, alongside us, and within the organisation as paid team members.

The brief below covers who we are, the context for the project, the core deliverables, and values we would expect in its delivery.

## About Toynbee Hall

Toynbee Hall is a community organisation that is working to build a fairer and happier East London in partnership with people who live here. Based in the East End of London, we work alongside people who live here, to tackle unfairness and make this a place where everyone has an equal chance to thrive. We take an asset based approach to our work, and believe everyone has something valuable to offer in the fight for a fairer London. What we learn from our work in London we use to influence change across the UK.



# Context for Project

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Toynbee Hall has been trying to make progress in handing over power and control of its community centre space and budget to the people that live in this area for over two years now. The pandemic slowed progress on this, as has the community centre manager recruited to undertake this task moving on from the role.

Recently Toynbee Hall went out to recruit for someone to undertake this work in a rights-based way, we used our learning from the last two years to shape the role and the application process. There were a good number of applications for the role however when interviewing it became clear that there were choices to be made between:

- Employing somebody who spoke community languages and had lived experience in common with the people that we support here
- Employing somebody who understood what participation and power disruption looked like and the challenges of implementing that in an organisation of this size time complexity
- And finding someone who wanted to use this understanding in direct grassroots work with the people we exist to support and should be accountable to.

The two most qualified candidates for the role either wanted to work directly and had local knowledge but no experience of working to change power dynamics in organisations or did have knowledge of participation in practice but wanted to consider research and development around that rather than practical implementation.

As an organisation we believe that the practical implementation of the handover of power is the most important thing for us to do now and the community we work with tell us that they want to work alongside people with life experiences in common with them. So we must commit to developing a staff team who have the skills to handover power alongside local connections and shared experiences with people who live around here which allow them to make meaningful connections.

We cannot live our values if we do not acknowledge that there are existing power dynamics at play within the charitable sector that mean that experience of power, and power exchange tends to be held by people with privilege. Our experience of going out to recruitment for

this role has shown us that if we are only prepared to consider people who already have experience then we are part of the problem.

We want to build experience and knowledge in our local community. And we have the humility and clarity about where we are now to know, that for now in this we are a place of learning, not teaching.

With this in mind we are seeking learning and delivery partners to work with us (and representatives of the local community) to build skills, knowledge and experience in local community members (“community activators”). Community activators will be paid participants in this test and learning process. Our intention is to pause recruitment while we undertake this work in the hope the work will enable us to recruit a local person into the role.

We would like learning partners to:

- Support our Community and Cultural Commissioning manager to develop systems and processes within the team/ organisation that build ease and simplicity into the hand over of power rather than accidentally building in barriers.
- Work with (paid) community activators to:
  - Develop and deliver their own ideas for community activities to local people
  - Reflect on their learning
  - Support other community members to develop and deliver activities in the centre so they can experience what it feels like both to have power and to transfer it to others.
- Coach any activators who wish to apply to the role when it is readvertised to identify what strengths and experiences they bring.
- Support the new manager and team to undertake learning sets together with community activators through the new managers first 3 months in role.

## Deliverables

To support our Community and Cultural Commissioning manager to consider what policies and systems need to be in place within his team and within the larger organisation to enable local people to be able to take control of space and resources wherever appropriate. To agree how to test 'proof of concept' of these and their impact through this power transfer project.

To design and deliver a skills building programme which will allow our diverse team of contracted staff and casual 'community activators' to be able to confidently run community events, design them in partnership with local people and support local people to run them independently. Supporting them to reflect on how people can be fairly reimbursed for their efforts, and building confidence in using a commissioning process that allows this.

Embedding learning and reflective practice into the teams work from launch of the project and then bi-weekly for 3 months when the new community led activities manager is in post.

## About You / Your Organisation

We are looking to work with people and organisations:

- With practical knowledge and experience of power sharing with local communities.
- Who understand hidden barriers to accessing power and who are committed to dismantling these.
- Who understand and embrace the value of diversity and representation and who are actively able to build trustful and equitable relationships with all the communities that live in this area.
- Who value grassroots work that enriches and supports all who are involved in it.
- Who are happy to name the hard things, and address problems where they arise. Who are accountable themselves and happy to hold the organisations they work with to account also.



# Key Stakeholders

## Local People

Defined as people who and have strong connections in this area. These stakeholders will be interested in how clear, simple and effective it is for them to influence what happens in our community services. And how generally happy they are with what is happening here.

## Toynbee Hall delivery staff

Defined as people working directly with the community at Toynbee hall. These stakeholders will need to be able to support community members to take control of what we do here, in a way that they are confident fits within the organisations structures and values.

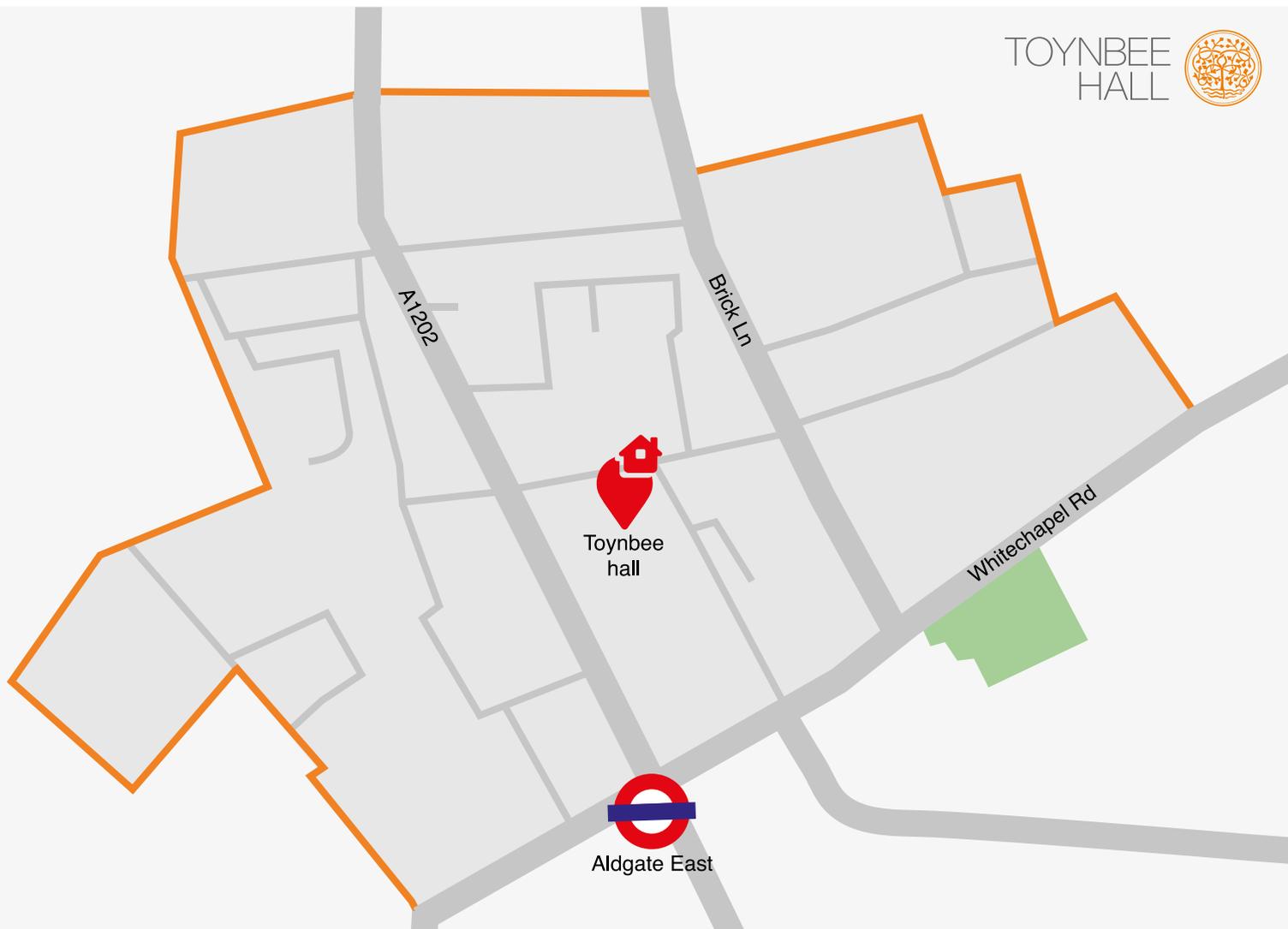
## Toynbee Hall Executive Team

Defined as the CEO and 2 Directors of Toynbee Hall. These stakeholders will need to understand how risk is managed when delivering in line with our values, and what policies, systems and risk management is needed to remove barriers from direct delivery staff to handing over power.

## Head of Services and Community services & Cultural Programming Manager

These roles are the sponsors of this project.

# The hyper-local community that you will be supporting



# Objectives

At the end of the project we would expect

- People who learned alongside you to feel confident in explaining how power works in this organisation and how they can navigate it
- The team and local community to be able to put their hands on information that explains to them what they can expect and how we work
- People who undertook the program would be able to demonstrate the skills necessary for shortlisting
- Team understands and commits to reflective learning as a group and is using it to improve their practice
- Team and community members understand and have practical skills to:
  - Build trustful & accountable relationships
  - Support connections and collaborations (that we don't have to control)
  - Build connections & allyship between groups
  - Evaluate their practice and its impact
  - Support others to:
    - Identify & explore what they care about
    - Generate & develop ideas
    - Reach consensus

# Budget

We have a budget of up to £18,000 including VAT for this work.

You do not need to budget for paying local people for their time within this envelope, this will be done directly by Toynbee Hall.



## How to apply

### How to express an interest

We actively encourage anyone wishing to express an interest in this work to book a phone conversation before the EOI deadline with the project sponsors.

We can be contacted at:

[elizabeth.archer@toynbeehall.org.uk](mailto:elizabeth.archer@toynbeehall.org.uk)  
[sam.crosby@toynbeehall.org.uk](mailto:sam.crosby@toynbeehall.org.uk)

Please copy in both sponsors as we will be taking leave at different times throughout this process and this will ensure a quick response.

Please express an interest initially by:

Writing a two sided expression of interest which outlines the experience and values you / your team bring to this project and how it would support the successful delivery.

Providing examples (with links or contact details for referees) to any similar work you have done previously.

We will shortlist a maximum of 4 applicants to attend a clarifying conversation with us. Shortlisted applicants will be paid £500 inc VAT for the preparation of a plan for us that outlines: how you envisage undertaking this work with us, a breakdown of the resources that you would make available in the process, and an overview of any theory/ previous experience/ values base this work is based in.

## Tender and Timelines

### Tender Timeline

Date	
20th May 2022	Invitation to express an interest released
1st-2nd June	Opportunity for exploratory conversations with Toynbee Hall, to raise questions/ gather further information
6th June	Q&A breakdown circulated to all people who have expressed an interest
20th June 2022	Deadline to express an interest
23rd June 2022	Invites to shortlisted organisations/ individuals go out
30th June 2022	Clarifying conversations
4th July 2022	Successful candidate notified

### Delivery Timeline

Date	
July/August 2022	Scoping and designing systems stage
August/ October 2022	Stage 1 – test design and delivery by community activators
October 2022 / January 2023	Stage 2 – community activators transfer power
January 2023	Learning so far and reflection document produced
January/February 2023	Begin recruitment for community centre role
March/April 2023	community centre role comes into post
April- June 2023	Team reflection & embedded learning
June 2023	Learning consolidation document produced