

Application Guidance

NHS Salford CCG Innovation Fund Locality Call 2019-20

This guidance aims to assist applicants to the NHS Salford CCG Innovation Fund in completing their application form fully and correctly. This guidance should be read alongside the 'Innovation Fund Application Form' and 'Innovation Fund Terms and Conditions' documents. Please ensure that you have read these documents before completing your application to the Innovation Fund. All of these documents are available to download on the NHS Salford CCG website

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Section A: Notes to Applicants

Eligibility

<p>Who can apply to the Innovation Fund?</p>	<p>Organisations</p> <ul style="list-style-type: none"> • Funding can only be paid to registered organisations, not to individuals. • Funding is open to a range of organisations, for example (but not limited to): <ul style="list-style-type: none"> ○ NHS organisations ○ Health and Social Care providers ○ Academic institutions ○ Local Authorities ○ Commercial (Industry, SMEs, Start-ups etc) ○ 3rd Sector, Non-profit and Community Interest • Joint / partnership applications between organisations are especially welcome, as we recognise the benefits to innovation of bringing together diverse expertise and specialisms. • Organisations with existing Salford CCG Innovation Fund awards are welcome to submit further applications for funding new projects, providing that they are compliant with the reporting schedules and Terms and Conditions of their current award/s. • Organisations will not be eligible to apply for further funding if they are currently in breach of compliance for any existing Salford CCG Innovation Fund award/s <ul style="list-style-type: none"> ○ <i>For large organisations, we will consider bids submitted by different departments or divisions to the one/s in breach, with sufficient assurance of distinct accountability and oversight</i> • The programme is open to applicants from any location, although it is expected that applications submitted from Salford organisations will be of particular interest. <p>Advice and Tips:</p> <ul style="list-style-type: none"> • Applicants are strongly advised to pre-engage and include clinical stakeholders in development of the bid. This would provide assurance of: <ul style="list-style-type: none"> ○ Clinical engagement and support for the Pilot scheme ○ Innovativeness and non-duplication of existing provision/projects ○ Feasibility of delivery in the intended area, and local care system • We would also strongly encourage applicants to secure Exec/Senior Management support within your intended pilot site/s to sponsor your project. This support is often required to ensure that pilot schemes are properly authorised, prioritised and factored into delivery and any necessary overarching work plans. • If you are seeking a Primary Care / GP pilot site and require introductions to potentially interested sites, Salford Primary Care Together (SPCT) are able to facilitate. For further information, please contact Hemlata Fletcher, SPCT Innovation Manager, at hemlata.fletcher1@nhs.net • Applicants may want to consider engaging with patients and the public in developing and shaping their proposal, for example via discussions or surveys with patient forums and community groups. For further help and advice, please contact the CCG's Engagement Team via Amanda Rafferty, Senior Engagement and Inclusion Manager at amanda.rafferty@nhs.net
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<p>What types of projects are eligible for the Innovation Fund?</p>	<p>Innovations:</p> <ul style="list-style-type: none"> • Suitable applications will propose discrete projects with the intent to deploy and evaluate new products / solutions / services / pathways / ways of working which have the potential to improve health and social care delivery and outcomes in Salford. • Funding can only be allocated for delivery within health and social care in Salford, and/or to Salford registered patients. If funding is being requested for a project or provider with a wider footprint than Salford patients, the Innovation Fund element must be ring-fenced for this purpose. • In line with our local digital strategy, and the wider NHS Long Term Plan, digital solutions are particularly welcomed to be submitted for all Innovation priority categories (unless expressly stated otherwise). <p>Pilot Project Scope and Aims</p> <p>The Innovation Fund provides grant funding for a 12 month pilot scheme to be delivered in Salford to test whether an innovation can achieve certain intended outcomes. It is not a source of – nor guarantee of – recurrent funding.</p> <p>Generally, projects should have in mind one of three sustainability plans:</p> <ul style="list-style-type: none"> • Self-Sustainability: Bid is for ‘pump-prime’ funding to embed an innovation which would then become financially self-sustainable or fully integrated into business-as-usual delivery following the pilot without additional funding. • Follow-on Funding: Pilot aims to test and gather evidence to support a business case with the intent to request recurrent funding, implementation or onward commissioning at the end of the 12 month pilot. This may be from the CCG or another funder/provider. • Commercial Proof of Concept: Pilot aims to gather evidence on the effectiveness of an innovative health & social care product/service which would then be available for individual or provider purchase/use (for example to citizens, GP Practices, Care Homes, Schools, Pharmacies etc). <p>We will not fund proposals for:</p> <ul style="list-style-type: none"> • New Product Development <ul style="list-style-type: none"> ◦ <i>There may be exceptions to this where funding can be allocated to support development of CCG owned (or part owned) Intellectual Property. Please refer to the CCG’s IP Policy for more information</i> • Innovations which are not adequately developed, or not yet ready for deployment. • Projects that are primarily research-focused or exploratory in nature • Additional capacity for existing roles or service provision • Extensions, variations or scale-up funding for existing Innovation Projects (such requests should be made through IROG via the Innovation Team)
<p>Digital Solutions</p>	<p>Digital innovations are of particular interest to the Innovation Fund; this is especially the case recently given the focus on digital in the NHS Long Term Plan. Proposals for digital solutions and products are welcomed in all of the Innovation Fund topical categories.</p> <p>However, Digital technology is a means to an end, not an end in itself. Applicants proposing a digital solution must be clear how it will be utilised within existing or new pathways, resources and systems to deliver the change and outcomes sought.</p>

Considerations for Digital products and services

Products should be adequately developed and ready for deployment.

- Must already have CE / MHRA accreditation (if relevant)
- If integration or interoperability is required with existing systems in order to be tested, the proposed digital solution must either:
 - Already be capable of this
 - Have a commitment from the system provider for development of this within a timeframe that would enable its deployment within your given project schedule.

Rationale and evidence base

- Applicants will need to be able to present appropriate evidence for the outcomes they predict in their proposal.
- For reference, see [NICE Digital Evidence Standards Framework](#)
- If such evidence is not currently available, a strong rationale must be presented, and a clear plan to evaluate and generate / complete this evidence through the pilot project.

Applicants should carry out pre-engagement with the relevant IT leads.

- If the solution is to be implemented within an NHS provider's systems, applicants should secure any support or permissions required from relevant IM&T department/s prior to submitting their bid.
- Relevant local IT contact details are provided in the Application Guidance in Section 2 of this guide.

Aims and Objectives of the Innovation Fund Locality Call 2019/20

Innovation Fund Priorities	<p>Proposals should align to the CCG Innovation Priorities stated in the Call for applications. These are key areas of current challenge or need in the system that the CCG believe could benefit the most from innovation.</p> <p>The Innovation Priorities for 2019/20 are:</p>	
	Priority Areas	'In Particular'
	Population Health	<ul style="list-style-type: none"> • Screening / Early detection / Early diagnosis • Immunisation • Prevention / Personal empowerment and resilience • Improving timely presentation to GP with symptoms of Cancer • Reduction of Health Inequalities
	Safety Improvement	<ul style="list-style-type: none"> • Medicines <ul style="list-style-type: none"> ○ Improving physical health monitoring for patients on antipsychotics ○ Antimicrobial resistance (particular interest in bids addressing gram negative) ○ Reducing prescription waste / improving ordering (in particular: "When required" medicines) • Handover of care between Providers and Services • Care Homes Safety Improvement • Data and Intelligence (in particular: future indicators, shared system learning, AI solutions) • Supporting individuals actively, or at risk of, self-neglecting
	Social Value and Engagement	<ul style="list-style-type: none"> • Reducing the environmental impact of Health and Social Care • Digital Public and Patient Engagement • Improving engagement between individuals with complex lifestyles and the Health and Social Care system • Innovative new methods for data capture and analysis of patient / service user experience
Workforce development	<ul style="list-style-type: none"> • New roles in Primary Care 	
<p>These topics are set annually based on identified strategic and statutory needs and objectives. Applications should clearly align to the achievement of at least one of these priority areas, and should be clear about how they will contribute to achieving outcomes in this area.</p> <p>Applicants are strongly advised to familiarise themselves with the Salford context and to engage with local system stakeholders when developing their idea for submission in order to avoid duplication of existing services or initiatives.</p>		

	<p>Non-Aligned proposals</p> <ul style="list-style-type: none"> • There is provision in the Application Form to submit a proposal for consideration which does not explicitly align with these priorities. • Please note that although such proposals will be considered, submitting such applications should be considered speculative, as bids that are aligned to the CCG's stated priorities will receive preference during the selection process.
<p>Innovation Principles</p>	<p>Alongside our specific topics and challenges of interest for Innovation, Salford CCG recognises that there are a number of 'underpinning' supportive principles that drive and enable successful and sustainable Innovation in Salford.</p> <p>We particularly welcome bids which illustrate core principles of:</p> <ul style="list-style-type: none"> • Exploiting the use of Technology and Digital Innovation • Partnership working - Developing links between Health and Social Care and external organisations that are looking to test and evaluate their innovative solutions in this field • Neighbourhood working - Developing, delivering and structuring Health and Social Care within the 5 Salford Neighbourhoods / GP Networks • Inclusion of vulnerable and hard to reach groups

Application and Selection Process

<p>Application Process</p>	<ul style="list-style-type: none"> • The Application process will be managed by Salford CCG's Innovation and Research (I&R) Team, who will be the primary point of contact for all enquiries with regards to the Fund. The I&R Team can be contacted at innovation.salfordccg@nhs.net. • The deadline to submit proposals for the 2019/20 Innovation Fund Locality Call is Wednesday 4th September 2019. The I&R Team will not accept proposals submitted after this time • All applications should be submitted to the I&R Team via the email address above. • Following application submission, you will receive an email within three working days to confirm receipt of the application. <ul style="list-style-type: none"> ○ Note: <i>if applicants do not receive an email receipt within this period it is their responsibility to ensure that the application has been received by contacting the I&R Team. For this reason, it is strongly recommended that applications are submitted in advance of the final deadline where possible.</i> • All bids receipted will be allocated a unique Bid Reference, which will be included in the confirmation email sent by the I&R Team. This Bid Reference must then be included in all communications sent with regards to an application, and any subsequent funded project activity. • Applications may be amended at any time prior to the application closing date by contacting the I&R Team with your Bid Reference. • Applications may be withdrawn at any time throughout the Application Process by contacting the I&R Team with your Bid Reference.
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<p>Selection Process</p>	<p>The CCG reserves the right to reject any Applications which are submitted incomplete, or that have insufficiently followed Application Guidance.</p> <ul style="list-style-type: none"> • Applications will face an initial round of selection by a Shortlisting panel. This panel will be comprised of the CCG Strategy Group members and key stakeholders who contributed to the development of the Innovation Priorities for this Call. • Shortlisted applicants will be invited to showcase their proposal at a “Marketplace event” where a number of wider system stakeholders will attend to discuss the proposals with applicants, and submit their feedback to the I&R Team for final shortlisting. • The Marketplace Event for the 2019/20 Innovation Fund Locality Call will take place in Salford on Monday 30th September 2019. Applicants are strongly advised to ensure their availability for this date at the time of submitting their application, as attendance is mandatory in order for your application to progress any further. • Following the Marketplace event, successful applicants will be invited to an Innovation Panel interview to present a short pitch to executives and key decision makers for a final decision on funding. • Interview Panels will take place in Salford over the course of Monday 21st and Tuesday 22nd October 2019. Applicants are strongly advised to ensure their availability for both of these dates at the time of submitting their application, as we are unable to offer applicants any alternative dates. • The decision of the Innovation Panel is final. • Full feedback will be provided to all unsuccessful applicants who reach Marketplace and Panel stages, however please note that there is no appeals process for any stage of selection.
<p>What criteria are applications judged against?</p>	<p>All applications will be scored against the following considerations:</p> <ul style="list-style-type: none"> • Alignment to Strategic Innovation Priorities • Alignment to Core Innovation Principles • Level of Innovation / Originality • Quality of Evidence Base / Rationale for the activity suggested • Potential of the proposal for significant Benefits/Impact in this area • Feasibility of delivering the activity suggested • Stakeholder Engagement and Buy-in • Robustness of the Measurement and Evaluation Plan • Value for Money / Return on Investment • Potential for Sustainability going forwards
<p>Key Dates</p>	<ul style="list-style-type: none"> • Applications Open: Weds 10th July 2019 • Application Deadline: Weds 4th September 2019 (close of business) • Notification of Shortlisted Applicants: Fri 20th September 2019 • Marketplace Event: Mon 30th September 2019 • Notification of Panel Invites: Weds 2nd October 2019 • Innovation Panels: Mon 21st & Tue 22nd October 2019 • Notification of Successful Applications: Fri 25th October 2019

Section B: Application Form Guidance

The guidance below contains important notes and resources for the correct completion of the Innovation Fund Application Form. Please ensure that you read this guidance fully prior to completing your application.

Each question in the Application Form is set out below, arranged by section, along with an explanation of what information is required in answer to each question.

SUBMISSION DETAILS

SUBMITTED BY (name, role, org.)	Name of application submitter, Role, organisation (Will become main point of contact for the CCG regarding this bid during application process)
CONTACT NUMBER	Telephone number for point of contact / queries
EMAIL ADDRESS	Email address for point of contact / queries
SUBMITTING ORGANISATION	Name of Organisation submitting the bid. If this is a partnership bid, then name the lead organisation.
PARTNER ORGANISATION(S) (if a joint bid)	Only complete if this bid will be delivered by more than one organisation in partnership. List all partner organisations involved
DATE SUBMITTED	Date of submission

SECTION 1: PROPOSAL OUTLINE

1	NAME OF PROPOSED PROJECT	Give your project a succinct but descriptive/recognisable title
2	SUMMARY OF PROPOSAL	Provide a short but clear summary of your proposed project. This should include, at least, description of: <ul style="list-style-type: none"> The problem or need you are addressing What your proposed innovative solution is What your evidence or rationale is to suggest that this solution will address the given need? Your project delivery plan / method for piloting this Please do not exceed 1,500 words
3	KEY OBJECTIVES	Summarise the main objectives for your project. These should be 'SMART' statements – Specific, Measurable, Achievable, Relevant and Time-bound. Example of an Objective that is NOT SMART: "GP practices sign up to the ExampleAPP service" Example of this Objective made SMART: "By June 2020, at least 15 GP Practices in Salford are signed up to the ExampleAPP service"
4	WHICH CITIZENS / PATIENTS / COMMUNITIES / VULNERABLE GROUPS WITHIN SALFORD WILL SEE A BENEFIT AS A RESULT OF THIS PROPOSAL?	Describe who the target population/s are for your project. How many people do you anticipate this impacting, and how will your project benefit them (directly / indirectly)?

5	HAVE YOU PREVIOUSLY SUBMITTED ANY APPLICATIONS FOR FUNDING TO DELIVER THIS PARTICULAR INNOVATION WITHIN SALFORD?	<p>Please state if this proposal, or an amended/earlier/similar version of it, has been previously submitted for funding. For example, this could include submissions to the CCG or other local organisations (e.g. City Council, SPCT, SRFT, Salford CVS etc.), regional or national bodies, other innovation/research funds or grant schemes, programme boards etc.</p> <p>If it was submitted before, but not funded: When, who was it submitted to, and what were the reason/s for not funding it at that time?</p> <p>If it was submitted before, and funded: When, who was it submitted to, how much was awarded, what was delivered, and what were the outcomes?</p>
6	HAS YOUR PROPOSED IDEA BEEN IMPLEMENTED OUTSIDE OF SALFORD PRIOR TO THIS APPLICATION?	<p>Please state if this proposed idea/solution has been tested elsewhere, either by yourself or others. If so, where and what was the result of this (if not already described in Q 2)?</p>
7	PLEASE EXPLAIN HOW THIS PROPOSAL IS "INNOVATIVE"	<p>Provide a short but clear rationale as to why and how this proposal constitutes an "innovation" for Salford.</p> <p>For example, is it a completely new product /idea /process /service /way of working? Is it something that has worked well elsewhere but is new to Salford? Is it something that has worked well in another field/industry and has potential to transfer to a new purpose in health and social care?</p> <p>We expect applicants to have performed some preliminary research or scoping into what activities and programmes of work are already underway in Salford and Greater Manchester in their chosen topic area to ensure that their proposal would complement, and not duplicate, existing local or national initiatives.</p>

SECTION 2: ALIGNMENT WITH SALFORD CCG PRIORITIES

8	WHICH STRATEGY GROUP INNOVATION PRIORITY DOES YOUR PROPOSAL ADDRESS?	<p>These options reflect the CCG's 2019/20 priorities for Innovation, drawn from a variety of strategic and system needs identified in year.</p> <p>For 2019/20, there are four core Innovation priority areas, aligned with major strategic and statutory priorities:</p> <ul style="list-style-type: none"> • Population Health • Safety Improvement • Social Value and Engagement • Workforce development <p>Within these, there are a number of more specific sub-themes representing particular challenge or interest areas under these overarching priorities. These are the topics that the CCG is particularly interested in receiving bids addressing.</p> <p>Tick the one priority area that your project primarily aligns with.</p>
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		<p><i>If you believe your idea could align with more than one priority area, please still only select one option, selecting the priority you most closely align to, and expect to be able to measure a tangible impact on. This is critical, as ability to show an impact on your chosen area will be an important element of the initial Shortlisting process conducted by the Strategy Groups.</i></p> <p><i>There is a “wildcard” category of “none/other” if you wish to submit a proposal for consideration which does not align with the currently identified innovation priorities, but that you feel aligns with Salford CCG’s wider priorities and has the potential to meet an unmet need. Please note, whilst we are happy to consider such proposals for shortlisting and interview, submitting a proposal under this category is speculative. Funding is limited, and as such, these applications are less likely to be considered than bids aligned to an acknowledged current need, especially if there are a large number of applications received</i></p>
9	WHICH OF THE CCG’S CORE INNOVATION PRINCIPLE/S DO YOU BELIEVE YOUR PROPOSAL EVIDENCES?	<p><i>Tick all principles that you believe underpin your proposal. A comments box is provided if you wish to provide explanatory or supportive information.</i></p>

SECTION THREE: PROJECT DELIVERY

10	KEY PROJECT TIMESCALES	<p><i>Please provide a breakdown of key project milestones and activities, and the projected timescales for their delivery.</i></p> <p><i>As per the T&Cs of the Innovation Fund, all projects are expected to start within 3 months of receiving funding approval, and run for no more than 12 months. We would encourage all applicants to consider this lead-in time within their scope, including any necessary recruitment timescales.</i></p>
11	HOW IS THE PROJECT GOING TO BE MANAGED?	<p><i>Please describe how this project will be managed, considering:</i></p> <ul style="list-style-type: none"> • <i>Project Management - For example, does the proposal include funding for a Project Manager or is this going to be an add-on to an existing member of staff's job?</i> • <i>Incorporation into existing roles/capacity, or new roles recruited for delivery?</i> • <i>Responsibilities for individual deliverables (including for example if different partner organisations will be responsible for different elements of delivery)</i> • <i>Internal reporting and governance processes for this project within your organisation – e.g. who will this report into? How frequently? Will it link into any overarching organisational programmes/priorities? etc.</i>
12	HOW WILL YOU MEASURE AND EVALUATE YOUR PROJECT?	<p>Note: <i>The quality and robustness of your measurement and evaluation plan is a key area of consideration in the bid shortlisting process.</i></p> <p>There are three sub-questions in this section:</p>

		<p>A) Does your proposal involve an external / independent evaluation? Yes / No question.</p> <ul style="list-style-type: none"> • If your evaluation activities will be completed externally by another provider/partner or by an independent service or specialist department within your organisation, please select 'Yes'. • If your evaluation activities will all be completed internally by a member of your project team, please select 'No'. <p>B) Who will be carrying out the evaluation of this project? Please confirm who will deliver the evaluation – e.g. name of University /Academic provider, 3rd party Evaluation partner, specialist division within your org, or the name/role of internal member of the team who will carry out the evaluation activities.</p> <p><i>If your proposed project is significantly large in its scale or scope, an independently-led or externally provided evaluation would be more appropriate in order to maintain the robustness and objectivity required of evidence needed at this scale.</i></p> <p>C) Please outline your plan for measurement and evaluation of the project Describe the measurement and evaluation plan for this project. This should cover, as a minimum, the following details:</p> <ul style="list-style-type: none"> • How you will measure and demonstrate impact • How you will evaluate what works, and what doesn't • What data you will be collecting • How often you will collect these data and from where • How you will analyse these data <p>Some basic guidance for internal evaluation can be found online HERE</p> <p><i>If you are uncertain about measurement and evaluation for your project, or want a particular level of evaluation, you may wish to involve an external evaluation provider as a partner organisation for this proposal. We have found such partnerships particularly effective in delivering high quality evaluations, and costs for the provision of this external evaluation support/delivery are welcome to be included in your funding request. These costs should be described in your budget within section 3 of the form.</i></p> <p><i>As an indicative figure, we have found that the most successfully evaluated programmes have allocated a budget of around 5-10% of their total funding amount requested towards evaluation activities.</i></p>
13	WILL THE PROJECT REQUIRE A CHANGE TO AN ESTABLISHED CARE PATHWAY?	<p>Yes / No question.</p> <p><i>Many projects will require changes to care pathways. We would expect applicants to have already engaged with some of the stakeholders within this care system/pathway when scoping their bid.</i></p> <p><i>If Yes, please describe which care pathway you will require a change to, and what that change will be.</i></p>

14	IS THIS A DIGITAL HEALTH TECHNOLOGY (DHT)?	<p>Yes / No question.</p> <p><i>If your Innovation is a digital product (for example an app, software platform, telecare/health, e-consultation etc) then please select “Yes”.</i></p> <p><i>If yes, there are 3 sub-questions:</i></p> <p>A) How would you categorise the function of this Digital Health Technology (DHT)? <i>Please tick one of the options listed. Functional Classifications stated are as per NICE (2019) ‘Evidence Standards Framework for Digital Health Technologies’ which can be read in full HERE</i></p> <p>B) Does the Digital Health Technology have a CE mark? <i>Yes / No question.</i></p> <p>C) Is the Digital Health Technology classed as a Medical Device? <i>Yes / No question. If yes, please state classification and whether currently approved by MHRA. MDR Guidance can be found HERE</i></p>
15	WILL YOUR PROPOSED PROJECT ACTIVITY REQUIRE ACCESS TO, CHANGES TO, OR INTEGRATION WITH, EXISTING IT INFRASTRUCTURE OR SYSTEMS TO ENABLE DELIVERY?	<p>Yes / No / Don’t Know question.</p> <p><i>You should only answer “Don’t Know” if you are currently unable to assess whether or not your proposed activity will require a change to IT systems or infrastructure to enable its delivery. If selected for progression, you will need to establish these requirements prior to achieving final sign off for funding.</i></p> <p><i>If yes, there are four sub-questions:</i></p> <p>A) Which system/s or infrastructure will you require access to, changes to, or integration with? <i>Please state any relevant system/s</i></p> <p>B) What changes / integrations are required, and the timescales needed for this? <i>Please summarise the nature of the changes/integrations required, if any, and the anticipated timescales for these to be achieved</i></p> <p>C) Who owns or manages this system / infrastructure? <i>Please state the team or individual responsible for this system</i></p> <p>D) How have you engaged with the relevant system owners / managers / IT departments so far to determine the feasibility of making these necessary changes? <i>Approval should be sought in principle and an IT lead/sponsor identified who will support and facilitate the process of making these changes. Depending on the scale of change required, you may need to arrange for dedicated IT support or project management to be provided to facilitate this. Please consider this within your budget, as additional funding for this cannot be retrospectively added to successful bids.</i></p>

		<p>Key Salford IT contacts:</p> <p><i>All applicants should consult the relevant IT departments / providers for their intended pilot sites to obtain the information needed to complete this section. These contacts will enable you to gain a proper perspective on the technical landscape, compatibility and interoperability needs of the systems you wish to change or integrate with. This engagement is also necessary to ensure that projects have the correct support and pre-approval for deployment in these areas.</i></p> <p><i>Some key local contacts are provided below:</i></p> <p><u>Salford CCG IT</u> (for enquiries regarding Primary Care/GP and Care Homes systems)</p> <ul style="list-style-type: none"> • Laura Hosey-Davies (Primary and Community Informatics Manager) l.hosey-davies@nhs.net <p><u>Salford Royal IM&T</u> (for enquiries regarding Salford Royal Hospital, SRFT Community Services and Pharmacy systems)</p> <ul style="list-style-type: none"> • Chris Chapman (Digital Ecosystems Lead) chris.chapman@srft.nhs.uk • Natalie Garratt (Research & Innovation Business Development Manager) natalie.garratt@srft.nhs.uk • Phil Bell (Chief Information Officer) phil.bell@srft.nhs.uk <p>Note: Salford Royal require pre-approval to be sought for any Digital Innovations wishing to be piloted at their site/s. If your proposal involves testing at SRFT, please also include your approval confirmation when submitting your application form.</p>
16	WHAT RISKS HAVE YOU IDENTIFIED, AND HOW WILL YOU MITIGATE THEM?	<p><i>Please provide details of any risks identified for delivery of this project, and any mitigating actions.</i></p> <p><i>We do not require any particular Risk Management methodology to be used for this section.</i></p>

SECTION FOUR: BUDGET & FINANCE

17	HOW WILL THE PROJECT ACHIEVE A RETURN ON INVESTMENT FOR NHS SALFORD CCG?	<p><i>Provide a brief summary of the expected Return on Investment (ROI) for this project. This may include for example:</i></p> <ul style="list-style-type: none"> • <i>Financial ROI – through immediate cost/efficiency savings realized by the project within the 12 month pilot period, or longer term savings realized post 12-months</i> • <i>Social Value /ROI – value calculated from Social benefits of the project (Note: if you are intending to present a monetary figure / equivalent for Social Value within your evaluation, or for use in a Business Case, we would expect this to be calculated using a validated methodology)</i>
18	WHAT IS THE TOTAL AMOUNT OF FUNDING YOU ARE REQUESTING IN ORDER TO COMPLETE THE PROJECT	<p><i>Please state the total sum amount of funding being requested for this proposal. Total must be fully inclusive of all VAT.</i></p>

19	PLEASE STATE WHETHER THE PROPOSED COSTS ARE FIXED OR VARIABLE	<i>If costs are variable, please state the elements that may vary, the reason why (e.g. costed per patient referred etc) and to what extent the budget may vary. Please note that for Fund management purposes fixed cost proposals are preferred, and variable cost proposals should expect to have an upper cost limit put in place if they are successful.</i>
20	PLEASE PROVIDE A FULL BREAKDOWN OF HOW THE REQUESTED FUNDS WILL BE UTILISED	<p><i>Please present your project budget, breaking down the sum total requested by project deliverable.</i></p> <p><i>There is no prescribed budget template for this section, however we would expect to see the following considerations included at least, where relevant:</i></p> <ul style="list-style-type: none"> • <i>Staffing (including any on-costs)</i> <ul style="list-style-type: none"> ○ <i>Delivery</i> ○ <i>Project Management</i> ○ <i>Backfill</i> • <i>Training and Events</i> • <i>Product / license and support costs</i> • <i>Consumables, materials and equipment</i> • <i>Travel costs</i> • <i>Evaluation costs (if externally provided)</i> <p>Note: <i>The CCG will not normally approve costs for outright purchase of Clinical or Diagnostic equipment or standard Comms & IT equipment (e.g. phones, laptops, peripherals). The expectation is that where possible these would be covered by existing provider or pool resource, or procured on a rental/lease arrangement for the duration of the project. This minimises the risk of redundant assets at the end of the project. Onward purchase costs for any equipment necessary to sustain the project following the 12 month Award funding should be factored into the sustainability plan addressed in Q24.</i></p>
21	WHICH ORGANISATION WOULD PAYMENT BE MADE TO?	<p><i>If funding is awarded, the grant will be paid to one organisation – usually the lead organisation for the bid. Occasionally we can accommodate separate payments to partner organisations, however it is expected that the lead/accountable organisation for the management of the project will also be responsible for management of the project budget.</i></p> <p>Note: <i>Funding will only be paid to organisations and not to individuals.</i></p>
22	WHEN ARE THE COSTS LIKELY TO BE INCURRED?	<i>Please set out the expected timescale for costs to be incurred within the project. It is helpful to link this to your Key Project Timescales from Section 3 where possible.</i>
23	THE PAYMENT STRUCTURES FOR SUCCESSFUL PROJECTS WILL BE FINALISED WITH NHS CCG PRIOR TO SIGN OFF. PLEASE STATE HOW YOU WOULD PREFER PAYMENTS TO BE SCHEDULED IN ORDER FOR THE PROJECT TO BE MANAGED SUCCESSFULLY	<p><i>If funding is awarded, a payment schedule will be agreed with the CCG in line with the Innovation Fund Terms and Conditions. Payment can be made in advance instalments (initial and then half-yearly or quarterly etc), but this will be expected to be in line with the schedule of costs incurred for delivery as set out in Q21. Please set out your preferred payment schedule based on these delivery needs.</i></p> <p>Note: <i>The CCG will not normally pay the full value of the Award in one upfront instalment, although this can be possible where circumstances demand it (e.g. staffing costs in order to authorise recruitment)</i></p>

24	WHAT COMES NEXT AFTER THIS INNOVATION TEST? HOW WILL YOU ENSURE THAT THE PROJECT OR ITS RESULTS ARE SUSTAINABLE AFTER THE FUNDING PERIOD HAS ENDED?	<p>Note: <i>The CCG’s Innovation Fund provides grant funding for a 12 month pilot scheme to be delivered in Salford to achieve certain outcomes, and is not a source of – or guarantee of – recurrent funding.</i></p> <p><i>Please describe how you would expect to sustain your project, should it be successful, after the 12 month funding period ends.</i></p> <p><i>Examples have included cases where:</i></p> <ul style="list-style-type: none"> • <i>Bid is for ‘pump-prime’ funding to embed an innovation which would then become financially self-sustainable or fully integrated into business-as-usual delivery following the pilot without additional funding</i> • <i>Pilot aims to test and gather evidence to support a business case with the intent to request recurrent funding, implementation or onward commissioning at the end of the 12 month pilot.</i> <ul style="list-style-type: none"> ○ <i>If so, please state from whom (e.g. Salford CCG, SRFT, SPCT, GMMH, GMCA, Salford City Council etc). This can then be planned into project timescales.</i> • <i>Pilot aims to gather evidence on the effectiveness of an innovative product/service which would then be available for individual or provider purchase/use (for example to citizens, GP Practices, Care Homes, Schools, Pharmacies etc).</i>
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SECTION FIVE: DATA PRIVACY IMPACT ASSESSMENT

25	WILL THE PROJECT COLLECT / USE / PROCESS PERSONAL CONFIDENTIAL DATA?	<p><i>Yes / No question</i></p> <p><i>If answering yes, please tick all items that apply, and add any additional categories to the ‘other’ boxes if necessary.</i></p> <p>Note: <i>If you are unsure of what constitutes “Personal Data” or “Sensitive Data”, please refer to this online resource from the Information Commissioners’ Office.</i></p> <p>Note: <i>If you are shortlisted and invited to panel, you will be required to complete a Data Privacy Impact Assessment (DPIA) form prior to your interview. This is not required for the initial application submission, and a template would be sent to you with your interview invite.</i></p>
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SECTION SIX: EQUALITY AND DIVERSITY

26	DO YOU HAVE AN UP-TO-DATE EQUAL OPPORTUNITIES (OR EQUIVALENT) POLICY IN PLACE?	<p><i>Yes/No Question.</i></p> <p>Note:</p> <ul style="list-style-type: none"> • <i>“Up to date” is defined as being 3 years old or less.</i> • <i>“Or equivalent” is defined as being a policy or a formally defined procedure which details how equality and diversity will be protected and promoted in the organisation.</i> <p><i>If you are submitting a partnership bid, please refer to the policy of the</i></p>
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		<p>lead organisation, or detail which organisations' policy will be followed.</p> <p>Note: If you select 'No', this would need to be remedied in advance of formal approval for funding if your proposal was successful.</p>
27	HAVE YOU BEEN INVOLVED IN ANY EQUALITY ACT 2010 LITIGATION BREACHES IN THE LAST 3 YEARS?	<p>Yes/No Question.</p> <p>If you are submitting a partnership bid, please answer 'yes' if any organisation has had a breach.</p> <p>If yes, please provide the details for this, including:</p> <ul style="list-style-type: none"> • Date • Nature and circumstances of the breach • Remedial / follow-up actions
28	PLEASE DESCRIBE HOW YOU WILL ENSURE THE RIGHTS OF PROTECTED CHARACTERISTICS, AND MAXIMISE OPPORTUNITIES FOR DIFFERENT GROUPS, DURING DELIVERY OF THIS PARTICULAR PROJECT	<p>Note: 9 Protected Characteristics are specifically protected against discrimination under the Equality Act (2010). A full list and accompanying guide can be found in this online resource from the Equality and Human Rights Commission</p> <p>Please describe how these will be protected and maintained (where relevant) and inclusion opportunities maximised (for example accessibility) within the scope and activities of this particular innovation pilot scheme.</p>

SECTION SEVEN: OPERATIONAL DETAILS

29	REGISTERED DETAILS OF BIDDING ORGANISATION/S	<p>Please provide the required business information for your Organisation, and any partner Organisations jointly applying in this bid</p> <ul style="list-style-type: none"> • Name of Organisation = Registered business name • Address = Full registered business address • Organisation Type = Please indicate the type of organisation – for example NHS Trust, local authority body, academic institution, company, charity, CIC, etc
30	WHO WILL BE THE SENIOR LEAD WITH OVERALL ACCOUNTABILITY AND OVERSIGHT FOR DELIVERY OF THIS PROJECT?	<p>Please provide the details for the Senior Lead for this project. This is the person in your Organisation with the ultimate responsibility and accountability for delivering the project.</p>
31	WHO WILL BE THE OPERATIONAL LEAD WITH RESPONSIBILITY FOR DAY-TO-DAY DELIVERY OF THE PROJECT?	<p>Please provide the details for the Operational Lead for this project. This is the person with responsibility for the actual day to day work of the project activities and deliverables.</p> <p>Depending on the scale and scope of the project, this may be the same individual named in Q30.</p>

SECTION EIGHT: APPLICANT AGREEMENT

32	PLEASE CONFIRM THAT IF YOUR PROPOSAL IS ACCEPTED YOU ARE AWARE OF, AND AGREE TO, THE FOLLOWING CONDITIONS	<i>Please tick each of the three conditions listed to confirm your acceptance of them.</i>
33	PLEASE CONFIRM THAT YOU HAVE READ AND ACCEPT THE TERMS AND CONDITIONS	<i>Please tick to confirm your agreement</i>

_____ **END OF APPLICATION GUIDANCE** _____

Your completed application form, along with any requested additional information, should now be submitted via email to innovation.salfordccg@nhs.net

You will receive confirmation of receipt within 24 hours, along with a unique Bid Reference for managing your application and for on-going communication regarding your proposal.

Applications can be withdrawn at any time, for any reason, by contacting innovation.salfordccg@nhs.net with your Bid Reference