



# Southwark Local Access Partnership / Enterprise Development Partner

Invitation to Tender

Closing Date:  
Friday 10 November 2023 (Midnight)



funded by

*Southwark*  
Council  
southwark.gov.uk

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## Glossary of key terms

A detailed description of the requirement, together with formal definitions of the most important terms and phrases, are given in the rest of the document and in accompanying For tenderers' convenience, however, the following key terms, which are used throughout this documentation, are defined thus:

<b>Contractor</b>	'the Contractor' means the particular organisation appointed to provide those specific services.
<b>Client</b>	Means Southwark Local Access Partnership, being the body which has opted to run an open tender process to appoint a contractor.
<b>Contract</b>	Means this specific contract which will be awarded by the Client, for the provision of enterprise development support.
<b>Service or Services</b>	Means the services provided by the Contractor under the Contract.
<b>EDP</b>	Enterprise Development Partner

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### QUESTIONS

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Questions relating to this invitation to tender documentation should be submitted: by email to [edp@southwarklap.org.uk](mailto:edp@southwarklap.org.uk)

# Introduction and background

About the Southwark Local Access Partnership (LAP).

Building a stronger, more resilient and sustainable social economy.



1. The desired outcome of the Southwark Local Access Partnership Enterprise Development is to support the development of minoritised and female-led organisations in Southwark. Making them stronger, more resilient, and more sustainable to improve the local social economy.
2. We will do this through the provision of enterprise development support which will provide participants with the skills, knowledge and business assessment to further understand their business model and sector, to uncover and maximise potential opportunities. In some instances, this will be supported by grant finance to support plans towards growth and sustainability.

## Background

3. Southwark is one of six places chosen as a Local Access place – with funding available to help local trading charities and social enterprises in the borough to grow their enterprise activity. Although Southwark is a fast-growing borough, it is one experiencing significant inequalities and the aim of the Southwark Local Access Partnership (hereafter referred to as the “LAP”) is to vastly improve the strength and diversity of the social economy of the borough. Our research identified four typical gaps holding back micro-enterprise growth, particularly amongst social sector organisations: Affordable workspace was highlighted as a key problem, with other barriers being access to finance, access to networks and access to business support.

4. The purpose of this tender exercise is to commission a range of enterprise support packages to support smaller organisations through various stages of early growth and to establish their base. The four enterprise support packages are set out in detail in the specification section below but are intended to be delivered via a funnel approach with more businesses supported at the light-touch stage (with no direct grants) and fewer business supported at the final growth stage. Organisations do not have to progress through early stages to benefit from later stages, but some are expected to, therefore the later packages are profiled in Year 2 and Year 3 only.
  
5. It is currently assumed that tender processes will select multiple providers for early stage support, but more singular provider(s) for the more advanced packages, with that partner(s) delivering both support and small grants together. It is not yet decided whether each of the later stage packages will be tendered individually, or whether some or all will be combined in a single tender. Potential providers will have the opportunity to tender to provide multiple packages of support across the various stages. Multiple packages can be awarded to an individual provider if it is felt that they are a strong candidate to deliver at multiple stages of the programme.

## Specification of service

Based on research and consultation locally, the following have been identified as the main areas of support that would need to be offered in some form:

- Business viability assessment (**must have**)
- Identification of key business assets required (**must have**)
- 121 business advice/support
- Mentoring and coaching
- Test trading
- Dragon’s den
- Workshops
- Cohort-based learning
- Incubator/accelerator
- Networking opportunities
- Peer support sessions / online community

These will be applied differentially at different stages through September 2023 – August 2026, with likely focus being as follows:

<p><b>Pack 1: Start up / unincorporated</b></p> <p>£186k for Enterprise support</p>	<p><b><u>Deliverables</u></b></p> <p>Understanding and developing ideas, testing and piloting, insights into UK/Southwark business practices, creating a business plan, researching your problem, target customers, assets required to operate, and an introduction to financial management.</p> <p><b><u>Start-up = trading under 3yrs, or under £15k turnover in one of the last three years</u></b></p> <p><b><u>Unincorporated = Unregistered entity</u></b></p> <p><b><u>Outputs</u></b></p> <p>No. of organisations supported, business viability assessment and identification of key business assets required for all organisations. Registration of a business where necessary (for unincorporated organisations)</p>
<p><b>Pack 2: Early Stage / MVP</b></p> <p>£60k for Enterprise Support, £100k for Grants (max £5k) £20k grant admin fee</p>	<p><b><u>Deliverables</u></b></p> <p>Building resilient and sustainable income streams, developing leadership skills, accessing funding, increasing sales, legal structures, managing volunteers and setting up financial systems. The support will be designed to help leaders establish a sustainable base in order to be ready for growth in the future.</p> <p><b><u>Early stage = 3 or more years trading, under £25k turnover in one of the previous two years</u></b></p>

	<p><b><u>MVP = development of Minimum Viable Product for unincorporated organisations</u></b></p> <p><b><u>Outputs</u></b></p> <p>Clarity of business model, multi-year plan, and clear plan for grant and next steps. Business owner/leader is able to demonstrate and present a clear plan to stakeholders</p> <p><b><u>Grants to be reviewed with LAP coordinator and DMC to understand alignment with the overall Southwark LAP direction</u></b></p>
<p><b>Pack 3: Growth-1</b></p> <p>£90k for Enterprise Support, £234k for Grants (max £14k) £46.8k grant admin fee</p>	<p><b><u>Deliverables (tbc)</u></b></p> <p>Building an effective team, establishing strong governance, creating new revenue streams, moving into a workspace, reaching new audiences, leadership skills and how to go from working on the business on the side to working for the business.</p> <p><b><u>Outputs (tbc)</u></b></p> <p>Demonstrate growth in some of the following areas; Increased income/profit, increased staff/volunteers, increased capacity of production, targeted marketing</p> <p><b><u>Grants to be reviewed with LAP coordinator and DMC to ensure alignment with the overall Southwark LAP direction</u></b></p>
<p><b>Pack 4: Growth-2</b></p> <p>£50k for Enterprise Support, £250k for Grants (max £25k) £53.2k grant admin fee</p>	<p><b><u>Deliverables (tbc)</u></b></p> <p>Responsive to the needs of the participating organisations and their growth plans and may include access to specific expert advice. Example focus areas are managing a growing team and learning to delegate, accessing supply chains/procurement readiness, social investment support, measuring impact at scale, building partnerships, business/financial models for scale and avoiding burnout.</p> <p><b><u>Outputs (tbc)</u></b></p> <p>Business viability assessment and identification of key business assets required. Multi-year plan, clear plan for grant and next steps</p> <p><b><u>Grants to be reviewed with LAP coordinator and DMC to ensure alignment with the overall Southwark LAP direction</u></b></p>

## Contract value and duration

Bidding will be for:

- Pack 1 and Pack 2 combined [Start-up]; £246k support, £100k grant, £20k grant admin fee.
- It is anticipated that the period of delivery is 18 months from January 2024 to August 2025.

Contract	Business Support budget (£)	Grants budget (£)	Grant Admin Fee (£)	Total budget (£)	Contract start	Contract end
<b>Pack 1 &amp; 2 [start-up]</b>	246,000	100,000	20,000	366,000	Jan 2024	Aug 2025
<b>Pack 3 [growth 1]</b>	90,000	234,000	46,800	370,800	TBD	TBD
<b>Pack 4 [growth 2]</b>	50,000	250,000	53,200	353,200	TBD	TBD
<b>Total</b>	386,000	584,000	120,000	1,090,000	N/A	N/A

### 6. The key aspects of the work identified and issues you will need to cover in your submission (Method Statements) in no more than 500 words

1. How you will recruit participants to the programme and the comms and engagement plan to deliver this. Describe all the related administration with engaging members on to the programme itself.
2. Describe how the support you provide will meet the deliverables and outputs of pack 1 and pack 2. How many organisations do you intend to support with the available budget for pack 1 and pack 2?
3. How you will assess the enterprise models with regards to; processes, cost efficiency, maximising revenue, supplier/partnership requirements, and identifying key efficiency gains
4. Describe how you will monitor grants to understand; capex vs opex spend, ROI for the enterprise, and enabling future sustainability.
5. A pricing schedule, detailed budget planning and oversight to ensure the programme is financially sustainable.
6. How you will provide regular progress reports and monitor and evaluate your progress.
7. Provide examples of relevant experience developing the types of organisations this service is targeting and references.



The partnership has made the bold decision to make the enterprise support and grant programme available exclusively to Global Majority-led and/or women-led organisations and individuals, those historically most marginalised and underserved in the borough.

**The contractor must also:**

- Ideally be based in the Southwark borough, or have a strong connection to the Southwark borough
- Have a clear recruitment process / strategy
- State how many participants the programme will be delivered to.
- Indicate what equipment and resources are provided for participants
- Indicate what equipment and resources participants are required to have.

## Management

Samuel Glean, Southwark LAP Coordinator, manages the programme. Any queries should be addressed via [edp@southwarklap.org.uk](mailto:edp@southwarklap.org.uk)

## Reporting procedures

We will require contractors to attend review and feedback sessions with the LAP Coordinator and/or DMC members on a periodic basis. Progress reporting will also be required.

## Timetable

Action	Target dates 2023/24
Issue of Invitation To Tender (ITT)	13/10/23
Deadline for questions relating to the ITT	20/10/23
Deadline for receipt of Tenders	17/11/23 (Midnight)
Evaluation of Tenders	24/11/23
Interviews	08/12/23
Agree preferred bidder	15/12/23
Internal governance/approval	22/12/23
Award contract	28/12/23
Contract start date and inception meeting	08/01/24

### Requirement of contractors

Interested parties should submit a tender submission.

All rates provided should be inclusive of all disbursements and any other costs or expenses necessary for the proper delivery of the contract. They can be exclusive of VAT.

### Format of tender response

If you wish to apply, your tender response should be sent by e-mail to [edp@southwarklap.org.uk](mailto:edp@southwarklap.org.uk) to arrive by midnight on 17/11/23.

It must include in the email subject line '**Southwark LAP Enterprise Development Partner – *The name of your organisation***'.

If necessary, you may seek clarification on the tender process or the specification by contacting **Samuel Glean**.

However, it is not possible to seek any additional information on the specification.

Tenderers should note that responses to each enquiry will be copied to all organisations tendering (though will not identify the originator of the enquiry). On no account before the tender opening date is the Tenderer to contact or communicate with any other person involved in work concerning this Invitation to Tender unless Southwark Local Access Partnership redirects the enquiry.



## Evaluation of tenders

### Procedure

#### **The Tendering Process**

Tenders should be completed in full to meet the specifications of service (pg 5-7 of this document).

All documents must be submitted in English. All prices and rates should be quoted in pounds sterling.

If you are aware that the submission of tender may give rise to a potential conflict of interest please inform **Samuel Glean**.

A conflict of interest may arise where you are related to a member or staff officer of Southwark Local Access Partnership, Decision Making Committee or you have privileged information about the organisation that places you at an unfair advantage over other competitors in the bidding process.

#### **Evaluation of tenders**

In order to be transparent, and in order that tenderers fully understand how their tender submission will be evaluated, full details of the evaluation process are described below. Should any tenderer not understand any element, they should in first instance make contact with the Client as per the contact details on page 2.

The following price and non-price weightings will be used to determine the most economically advantageous tender:

- **Method Statements 70%**
- **Pricing Schedule 30%**

Please note that throughout the evaluation process, the right is reserved to seek from tenderers additional information or clarification at any stage.

#### **Method statements (70 points)**

Tenderers are asked to provide a number of method statements in the Tender Submission which are intended to explain how they will meet the requirements of the service (pg 5-6 of this document).

Each method statement will be scored on a scale of 0 to 10 points, in accordance with the following scheme:

Grade	Interpretation	Quality of Response
0 points =	Not Answered	The proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.
2 point =	Poor	The criterion is inadequately addressed, or there are serious inherent weaknesses.
4 points =	Fair	The proposal broadly addresses the criterion, but there are significant weaknesses.
6 points =	Good	The proposal addresses the criterion well, but a number of shortcomings are present.
8 points =	Very Good	The proposal addresses the criterion very well, but a small number of shortcomings are present.
10 points =	Excellent	The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

If a tender scores '0' against any one or more method statements, this will give grounds for excluding that tender from any further consideration. It should be noted that each method statement has also been assigned a relative importance weighting, on a scale of 1 (the lowest) to 3 (the highest), to reflect its significance in the evaluation.

### **Pricing Schedule (30 points)**

Tenderers' price scores will be calculated based upon the lowest price submitted by tenderers. The tenderer with the lowest price will be awarded the full score of 100, with the remaining tenderers gaining pro-rated scores in relation to how much higher their prices are when compared to the lowest price.

### **Award of contract**

Upon conclusion of the evaluation, the scores for 'pricing Schedule' and 'method statements' will be combined to give a total score out of 100 points, and the Tenderer with the highest number of points will be awarded the Contract.

The Tenderer to be offered the Contract will be advised accordingly via e-mail and letter. Such award, offered pursuant to this Invitation to Tender, will be on the basis of the most economically advantageous tenders, based on the evaluation criteria described above.

Tenderers whom it is proposed will not be offered the Contract will be advised of this via email and will be entitled to receive feedback on the relative merits and characteristics of their tender submission compared with that of the accepted tender.

### **Acceptance of tender**

The Client does not bind itself to accept the lowest or any tender, and unless a tenderer expressly states that a partial award will not be acceptable, then the right is reserved to accept a tender in part.

Upon conclusion of all the above stages, a formal Contract will be entered into between the Client and the successful tenderer.

## Rules of tender

### General

1. In submitting a proposal in response to this Invitation to Tender, tenderers do so on the conditions specified or referred to herein and on the following express conditions.
2. Tenderers should consider only the information contained within this Invitation to Tender, the briefing event or otherwise communicated in writing to tenderers, when making their offer.
3. Information supplied by the Client (whether in this document or otherwise) is supplied for general guidance in the preparation of tenders. Tenderers must satisfy themselves by their own investigations with regard to the accuracy of such information. The Client cannot accept responsibility for any inaccurate information obtained by tenderers.
4. Tenderers shall not, before the date and time specified for return of the tender, communicate to any person the amount or approximate amount of the tender or proposed tender, except where the disclosure in confidence of the approximate amount of tender is necessary to obtain insurance cover required for the purpose of the tender.
5. The tender shall be a bona-fide tender and shall not be fixed or adjusted by or under or in accordance with any agreement or arrangement with any other person.
6. Tenderers shall not enter into any agreement or arrangement with any other person with the intent that the other person shall refrain from tendering or between you agree as to the amount of any other tender to be submitted.
7. The Client shall not be liable for, or pay any direct or indirect costs howsoever incurred by any tenderer in the preparation of their tender, or for the costs of any post-tender clarification meetings, presentations, demonstrations or by any tenderer who fails to respond by the deadline set.
8. Any genuine mathematical error discovered in the pricing of tenders shall be dealt with in accordance with Alternative 1 of the JCT Practice Note 6 – Main Contract Tendering.

### Bribery

9. Tenderers must comply at all times with the provisions of the Bribery Act 2010, in particular Section 7 thereof in relation to the conduct of its employees, or persons associated with it. They must not
  - a) Offer any inducement, fee or reward to any member or officer of Southwark Local Access Partnership, or any of the member authorities of the Client.
  - b) Do anything which would constitute a breach of the Bribery Act 2010; or
  - c) Canvass any of the persons referred to in a) in connection with the Contract; or

- d) Contact any member or officer, except as authorised by this Invitation for the purpose of asking genuine questions about the process or the tender

### Variation and qualification

10. Whilst the Client is prepared to give consideration to any changes of a minor nature, it is not prepared to accept any material changes to the Terms and Conditions. Tenderers who wish to propose any minor changes to the Terms and Conditions should detail such variation or qualification in the (Qualification of Offer Section). Tenderers should bear in mind, however, that the acceptability or otherwise of any such variation will be at the sole and final discretion of the Client.

### Data protection

11. Southwark Local Access Partnership has considered the data protection requirements of this procurement specifically as they apply to personal data. This has now been carried out under the requirements of the General Data Protection Regulation legislation; the General Data Protection Regulation and the Data Protection Act 2018. Southwark Local Access Partnership has accordingly carried out a Data Privacy Impact Assessment in order to fully assess the GDPR obligations which are clearly defined between the Data Controller and the Data Processor in the attached contract.

### Tenderers' responsibility to submit complete tender

12. It is the tenderer's responsibility to ensure that their submitted tender documentation is complete, prepared and submitted in accordance with the instructions contained herein, and signed and dated where required. The Client is not obliged to consider any tender which is incomplete or not prepared or submitted in accordance with the said instructions, but at its sole discretion the Client may offer a tenderer who submits such a tender an opportunity to remedy the omission before evaluation of the tender takes place, provided that in the judgement of the Client this does not adversely affect the integrity and fairness of the tender exercise.



## Preparation and submission of tenders

### Tender documents

Organisations wishing to tender should complete documentation comprising of the following items:

- Contact Details.
- Response to Specification (Method Statements).
- Pricing Schedule.
- Qualification of Offer.

### Submission of tenders

In preparing a tender please use an electronic copy.

Tenders must be submitted to the address and by the closing date given below.

#### **Return address and closing date for tenders**

Tenders should be returned by e-mail to: [edp@southwarklap.org.uk](mailto:edp@southwarklap.org.uk) to arrive by **Midnight on 17/11/23**.

It should be addressed to the Community Engagement Manager **and must include in the email subject line: 'Southwark LAP Enterprise Development Partner – *The name of your organisation*'**.

### Miscellaneous

Tenders submitted after the time and date shown will be rejected and returned to the tenderer, unless clear evidence of posting (by first class post on a day preceding the closing date) is available. Late tenders dispatched other than by post will be automatically rejected.

Tenders must not be submitted by fax.

Unless specifically withdrawn in writing, tenders shall remain open for acceptance for a period of 90 days from the return date.