



UKSPF Business Transformation Summative Assessment

November 2024

This invitation to tender is issued by ReLondon for the provision of evaluation services for the UKSPF funded Business Transformation programme.

1. Overview

This invitation to tender is issued by ReLondon for the provision of evaluation services for the UK SPF-funded Business Transformation programme.

As part of the UK government's Levelling Up agenda, ReLondon have been allocated £1,446,419.65 through the UK Shared Prosperity Fund (UK SPF) under the Supporting Local Business pillar to deliver business support activities in London, focused on the circular economy.

ReLondon's pan-London project of financial and non-financial support is designed to create jobs & GVA by supporting everyday businesses to adopt new circular practices, as well as accelerating the growth of circular economy start-ups and scale-ups (i.e. those that have a circular business model at their core).

2. Background

ReLondon is a partnership of the Mayor of London and the London boroughs to improve waste and resource management and transform the city into a leading low carbon circular economy. ReLondon is the operating name of the London Waste and Recycling Board.

The city's economic and environmental future depends on a transition to a low-carbon circular economy, and ReLondon works to ensure that London's businesses, local government and communities thrive by helping them make the very best use of resources and materials.

As part of this, ReLondon's business transformation team help London's small and medium sized businesses (SMEs) to leverage the economic and environmental opportunities of adopting and scaling circular economy business models. ReLondon's support, delivered collaboratively with boroughs to complement other local business support, equip small businesses and start-ups/scale-ups with the knowledge, skills, resources, and connections needed to reduce waste and consumption-based emissions while generating commercial and operational benefits.

Over the period of July 2023 – March 2025, the business transformation team has been contracted under UK SPF to deliver the following outputs and outcomes:

- 173 SMEs receiving non-financial support
- 42 SMEs that have received grants (i.e. non-repayable cash payment)
- 75 decarbonisation plans developed/improved
- 7 t CO₂e reduction as result of support
- 27 new permanent jobs (FTEs) created with life expectancy >1 yr
- 35 part & full-time jobs (FTEs) safeguarded

Our approach is to structure business support delivery into specific services (called “support packages”), each designed to meet the needs of a defined beneficiary:

- **Pitching to Local Authorities** – one-off training for circular economy start-ups and scale-ups to improve their ability to secure public sector contracts (July 2023)
- **Growing London’s circular food system grants** – grants, mentorship and brokerage for circular economy start-ups and scale-ups to accelerate their growth and impact, with a focus on the food industry (Dec 2023 – Jun 2024)
- **ReWear grants** – grants, mentorship and brokerage for circular economy start-ups and scale-ups to accelerate their growth and impact, with a focus on the fashion industry (Oct 2024 – Mar 2025)
- **Circular business community** – matchmaking and promotional services to help circular economy start-ups and scale-ups, as well as other businesses actively exploring circular practices, to provide on-going resources and cement the benefits and outcomes of other support packages, leveraging our [Circular Economy Matchmaker](#) and [social media channels](#) (Jul 2023 – Mar 2025)
- **High streets beyond waste** – one-to-many training, grants and mentorship to help everyday businesses trial circular economy practices for the first time, with a focus on bricks-and-mortar businesses found on a typical high street. This also included capacity building of council officers and Business Improvement District managers to help them promote the training and grants to their local networks. (Oct 2023 – Feb 2025)

Our core UK SPF-funded activities are complemented by other funded activities, such as our [Circular Partnerships support package](#) funded by London & Partners; or [Southwark High Streets Beyond Waste](#) delivered through supplementary Southwark council funding.

We collect a number of different data points from businesses that we support. When we onboard businesses for support, we collect background information about the business including turnover range, number of employees (including number at risk), amount of investment received, and any environmental metrics the business already monitors. We regularly survey businesses that have received our support to understand the value and outcomes of our support. We do this immediately following support, with a standardised set of survey questions (see Appendix 1). We also follow up 4-9 months after the end of support to understand the longer term outcomes of our support, with a standardised set of survey questions (see Appendix 2). We also publish case studies about the near-term outcomes of our support (see examples in Appendix 3).

3. Objectives

The objective is to carry out a full programme evaluation for the UK SPF-funded business transformation programme 2023-2025 in accordance with the UK Shared Prosperity Fund guidance, and in a manner that will inform and guide ReLondon’s future business support activities.

Our over-arching learning question is to understand if and how our various support activities contribute to the national growth mission – specifically, how our support helps create good

jobs and build business capability; create thriving high streets; spread prosperity across London and catalyse prosperity in other parts of the UK; as well as contributing to regional growth.

In addition to complying with UK SPF funder requirements, the findings of this evaluation will be used by ReLondon in its fundraising efforts for continued delivery of business support.

The evaluation should assess the following:

- A review of the UKSPF-funded activities against objectives set in the Investment Plan approved by UK Government, including consideration for any updates made in light of the new elected government (i.e Growth Mission and Autumn Budget 2024);
- The progress of the UKSPF-funded activities against contractual targets, outputs and outcomes;
- The processes and approaches to delivering and managing the UKSPF-funded activities, including: (a) our dual approach of supporting both circular economy start-ups/scale-ups and everyday businesses in parallel; (b) our localised approach to delivery, partnering with relevant networks (e.g. BIDs, business forums, council teams) to reach and support more relevant businesses; (c) as well as our ability to leverage additional funding pots to reinforce achievement of outcomes (e.g. with London & Partners and Southwark Council).
- The economic impact attributable to the UKSPF-funded activities (e.g. GVA, innovation R&D levels, resource productivity, job creation, jobs safeguarded) – differentiating between services that support the transition of high-street businesses versus those that accelerate the growth of circular economy start-ups and scale-ups;
- The social and environmental impact attributable to the UKSPF-funded activities (e.g. community cohesion, public health benefits, founder diversity representation in supported businesses, waste reduction, air pollution, tCO₂e reduction)
- The cost-effectiveness of the programme and hence its value for money in terms of delivering stated aims and against similar economic programmes including other areas of comparable SPF allocations
- The fit and relevance of the programme activities, including its focus on the circular economy, in light of future national and local policy objectives

In order to support us to evaluate the impact of ReLondon's business transformation programme, we expect the consultant to familiarise themselves with the following documents:

- [UK Shared Prosperity Fund prospectus](#)
- [UKSPF Evaluation guidance](#)
- [The Growth Plan 2022](#)
- [The London Plan 2021](#)
- [25 Year Environment Plan](#)
- [Resources and Waste Strategy \(RWS\) for England](#)
- [Circular Economy Package \(CEP\)](#)
- [Mayor of London's Environment Strategy](#)

- [Long Term Plan for Towns](#)
- [Invest 2035: The UK's Modern Industrial Strategy](#)

We would also expect the consultant to review and refer to any newly published national and London guidance, policies and agenda on the topics of growth, innovation, regeneration and climate action / sustainability.

The consultant will also need to be fully informed of the Government requirements for Shared Prosperity Fund and in particular Government guidance on UKSPF Evaluation Strategy and any further requirements released.

Suppliers are encouraged to be innovative in their proposals and design of the assessment to reflect the nature of the programme, suggesting any additional insights and added value they may be able to provide. We would expect a range of methods to be applied to create new insight into the impact of the programme, both qualitative and quantitative - including desk-based literature review, data analysis and modelling, and survey/focus groups if required.

We strongly encourage suppliers to propose methodologies that leverage data that we have already collected, and that minimise the effort and onus placed on small business' time & resources.

Finally, we appreciate that it might prove challenging to evaluate our activities' impact across all areas listed above, due to limited data sets and/or short timeframe for data collection. Where the contractor is not able to address an impact metric of interest, please include how you might advise us in refining our future impact measurement frameworks and data points we should collect to be able to close narrative gaps in future summative assessments.

4. Scope of work

We are looking for the expertise of a third-party consultant to help us assess the contribution to impact of the UKSPF programme and its alignment with the national and local growth and innovation agendas, as well as help us articulate the wider benefits of circular business models in relation to policy priorities.

Specific evaluation questions that we are looking to address through this assessment are listed in the table below as a starting point. We invite suppliers to propose how they would tackle these questions, or suggest alternative evaluation questions..

Evaluation questions	Priority
1. Contractual performance (financial and output)	
I.1 What progress did the programme make towards its financial performance (commissioned, approved, contracted and spend) and UKSPF indicator targets?	Essential
I.2 How did this performance vary by type of support/ beneficiary (circular economy start-ups and scale-ups versus everyday businesses)?	Essential
I.3 What factors explain variations, including under- or over-performance against contracted targets?	Desired
I.4 How did external contextual factors affect performance, delivery and achievements?	Desired
2. Evaluation of delivery and process	
2.1 How effective were engagement activities through localised business networks in reaching and convincing everyday businesses to participate in the programme?	Essential

Evaluation questions	Priority
2.2 How effective were engagement activities in reaching a diverse profile of business founders, particularly from under-represented backgrounds and from different industries?	Essential
2.3 How effectively does the programme leverage value-adding funds to complement UKSPF?	Essential
2.4 How effective were on-going monitoring processes organised by the team (surveys)	Desired
2.5 How effective were the synergy effects of designing support packages as complementary and mutually reinforcing	Desired
3. Review of impacts	
3.1 To what extent has the programme contributed to national, city and borough policies and objectives around growth, economic resilience and Net Zero / climate action?	Essential
3.2 To what extent has the programme contributed to UKSPF objectives, in particular: > Boost productivity, pay, jobs and living standards by growing the circular economy sector > Create jobs, particularly in new future-proof industries such as circular economy > Encourage growth and innovation and capacity building, with small businesses adopting new technologies particularly where this supports a low carbon agenda	Essential
3.4 How much of the outcomes can be attributed to ReLondon's interventions?	Essential
3.5 What evidence is there that the programme has provided good value for money in terms of its cost-effectiveness in delivering its stated aims?	Essential
3.3 What evidence, if any, is there of wider impact of the programme, for example: > Health and air quality benefits > Social cohesion and place-making benefits for local communities > Capacity building of local networks such as BIDs, business forums and council officers > Leverage effects by support package e.g. grants unlocking additional private investment > Developing a culture of knowledge transfer and innovation amongst and between SMEs Note: if this cannot be assessed within this contract, we welcome recommendations from the consultant on how this could be incorporated into future programme evaluations, such as updates to our impact framework methodology.	Desired
3.6 What is the added value of working across two beneficiary groups – high street businesses as well as circular economy start-ups and scale-ups?	Desired

5. Deliverables

We expect the evaluation work to result in a single final, concise document that can be leveraged by ReLondon in reporting and fundraising activities.

We invite the supplier to propose a relevant structure for this report, but include suggested sections as a starting point:

- **Programme context & relevance** – summary of the programme's fit with national and local policy agenda(s), listing the policy priorities that the programme is relevant to
- **Programme delivery and management** – evaluation of the team's approach to delivery, including the dual beneficiary audience and working through local networks
- **Programme progress & outputs, outcomes and impact** – brief evaluation of the programme against contractual targets and small business feedback (e.g. Net Promoter Score, quotes, case studies)

- Programme value for money – benchmark to other similarly sized / profiled support programmes, and/or relative to investment
- Conclusions and lessons learned

6. Budget

The total budget available for the entire contract is **25,000 + VAT**.

This sum must cover all the activities and expenses expected to be incurred to carry out the services, including:

- All reasonable and relevant travel and subsistence incurred to locations in Greater London (see expense policy below)
- Resource time
- Reporting creation and review (allow for 1-2 iterations/draft reviews)
- Planning and delivery

Travel and subsistence expenses should be agreed with ReLondon prior to being incurred and the following rates will apply:

Hotel accommodation	Value for money must be sought at all times. Officers and Board Members should endeavour to keep costs below £200 per night in Greater London and £175 per night elsewhere. Extras such as newspapers, minibar costs and entertainments will not be reimbursed.
Public Transport (Train, tube, tram, bus, light rail)	Actual cost. NB you cannot claim travel from home to your normal place of work or vice versa. Rail travel will be standard class.
Taxis	Only to be used in exceptional circumstances. Actual cost.
Mileage	Private cars may only be used where reasonable public transport is not available and you have a valid business insurance cover. HMRC approved rates are applied.

7. Evaluation

Your tender submission will be evaluated by us against the following criteria:

- 20% price
- 80% quality of methodological approach (including ability to respond to brief, technical skills, previous experience, and staff resourcing)

Scoring	
Outstanding - cannot be faulted	100
Excellent	90
Very good	80
Good	70
Above average	60
Average	50
Below average	40
Poor	30
Very poor	15

8. Timescales

We invite the selected supplier to begin evaluation activities as soon as possible.

Milestone	Date
Invitation to Tender issued	15 th November 2024
Deadline for clarification questions	27 th November 2024 (12pm)
Clarification question responses	29 th November 2024
Tender return deadline	13th December 2024 (12pm)
Award of contract	20 th December 2024
Inception Meeting	w/c 13 th Jan 2025
Estimated dates to be agreed with appointed contractor:	
Agree impact measurement & analysis framework	31 st Jan 2025
Final summative assessment	Jan-Mar 2025*
Final report	31 st Mar 2025*

*All evaluation activities must be completed by 31 March 2025 and final report should be submitted no later than 13th April 2025. We reserve the right to extend this contract for additional services related to this evaluation in the event of any extension to our core contractual UKSPF funding, with terms to be mutually agreed upon with successful contractor.

9. Submission details

Bids must be submitted by email to tenders@relondon.gov.uk by 12pm 13th December 2024.

Bidders are required to submit (**maximum 8 sides of A4** excluding project experience, examples and CVs which can be included as an Appendix):

- Comprehensive method statement, including details of project scope and proposed methodology, delivery approach and milestone plan, including how the contract is to

be managed and their approach to delivering the required specification within the timeline indicated above.

- Details of their suitability to fulfil the contract - please provide up to three examples of previous work carried out by suggested personnel included in the bid, that best demonstrate understanding of the brief and your ability to deliver high quality reports per its requirements
- Details of the personnel comprising the Delivery Team, including CVs (should be no more than one side) and a description of their role in delivering the contract.
- A Pricing Schedule giving day rates and anticipated number of days for nominated personnel and showing the anticipated total amount for the project. All costs quoted are to include VAT and expenses.

Any clarification questions must be submitted by email for the attention of Lamia Sbiti at tenders@relondon.gov.uk by 12pm on 29th November 2024.

For both questions and bids, please use the reference: **"2024/25 – UKSPF Business transformation summative assessment"**.

10. Appendix I – Exit Survey

Businesses that have received ReLondon support are required to complete the following survey as part of confirming receipt of support. This information is collected for all businesses claimed for financial and non-financial support as part of the UKSPF-funded programme (i.e. 173+), typically within 3-6 months of end of support.

To date, we have collected 120 responses from 106 unique businesses.

I. Has the support helped, or will it help you to: (select all that apply)

Business processes

- ☐ Hire additional staff
- ☐ Improve your processes or management practices
- ☐ Unblock an issue which was limiting your business
- ☐ Become compliant with business/permitting regulations
- ☐ Create a new business plan

Marketing

- ☐ Improve your knowledge of the local market
- ☐ Improve your marketing or sales strategy

Assets

- ☐ Gain access to new equipment
- ☐ Renovate your business premises
- ☐ Open a new location or expanded your current location

Finance

- ☐ Gain access to capital/finance
- ☐ Become more financially stable

Environmental impact

- ☐ Become more sustainable
- ☐ Reduce your emissions

Operations

- ☐ Make improvements to your products or service
- ☐ Introduce new products/services to a new or existing buyer
- ☐ Create a new partnership
- ☐ Generate sales with a new buyer

☐ Expand your relationship with an existing buyer

2. Was there anything you needed support with that we weren't able to provide?

[Open text response]

3. How likely are you to recommend ReLondon's support services to other businesses?

[0 – Not at all likely ↔ 10 Extremely likely]

4. Where your reasons for selecting the above answer? Please share a testimonial or other feedback you have here.

[Open text response]

5. Are you happy for your feedback to be used publicly e.g. for marketing purposes?

[Yes/No]

11. Appendix 2 – Community Survey

Businesses that have received ReLondon support are surveyed 6-9 months after the end of support to understand the longer-term outcomes of the support we have delivered. This is an optional survey sent out on a quarterly basis to businesses in our community – as such, not all businesses that have received support will supply this information.

To date, we have collected 33 responses from 20 unique businesses.

Business details

- Business name:
- Your name:
- Your role:
- Email:

Impact of the programme

Has accessing our support contributed to any of the following impacts for your business?

[Select from multiple choice: Yes – Significantly contributed; Yes – partly contributed; No – did not contribute; N/A – have not seen these impacts]

1. Increased revenue since last year
2. Raised investment in the last 12 months
3. Launched a new product/service
4. Created jobs
5. Safeguarded jobs previously at risk
6. Reduced carbon emissions (tons CO₂eq)
7. Improved overall business health/growth
8. Increased skills for staff or customers
9. Improved other environmental impacts (e.g. biodiversity)

Choose 'N/A' if you haven't seen these impacts for your business. Choose 'No' if you have had seen these impacts but the support did not contribute them.

Let us know if there are other ways our support has had an impact on your business:

[Open text response]

Your experience

To what extent has our support met your expectations?

[Select from multiple choice: Better than expected / As expected / Worse than expected]

Have you acted upon any of the community opportunities, introductions, advice or recommendations from ReLondon?

[Select from multiple choice: Yes / Not yet, but I plan to / No, and I don't plan to / I haven't received support]

What more would you like to see from our support services?

[Open text response]

12. Appendix 3 – Case studies

The team have already developed case studies to articulate the outcomes of various support packages, namely:

- [Case studies: circular champions](#)
- [Case study – Meet the high street businesses who are going ‘beyond waste’](#)

We also publish articles and case studies to highlight the benefits of circular business models, regardless and outside of any support delivered:

- [Case study – Partnering for the planet: how circular business is collaborating with the public sector](#)
- [Insight note – Waste not, want not: rethinking waste to help low-income households access necessities](#)[Insight note – How London’s circular economy innovators are helping to tackle food waste](#)

