



London Borough of Hackney

INVITATION FOR PROPOSALS: Business Support Programme



Name of Lead company/organisation

Proposals submitted after the stated closing date and time may not be considered.

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1. BACKGROUND

- 1.1. Hackney Council is seeking proposals to deliver our next round of business support interventions for Hackney based businesses, running from September 2023 through to March 2025. We have brought together two sources of grant funding to support the programme. These are the GLA UK Shared Prosperity Fund and the Central London Forward Strategic Investment Pot.
- 1.2. We plan to issue a single grant fund agreement for the programme, valued at circa £628k, to target a range of outcomes for Hackney based businesses. Our approach draws on experience gained through previous business support that utilised grant funding from central government to help businesses recover from the pandemic related lockdowns. We learned from these three programmes that better outcomes are achieved for the local economy by taking a collaborative and outcomes-focussed approach without over-specifying the detail of delivery.
- 1.3. The Department for Levelling Up, Housing and Communities (DLUHC) launched the UK Shared Prosperity Fund (UKSPF) in April 2022. The UKSPF succeeds EU Structural and Investment funds (ESIF) in the UK. The fund is intended to reduce inequalities between communities, as part of the government's wider levelling up agenda.
- 1.4. London has been allocated a total of £185m UK SPF, of which £78m has been allocated directly to London boroughs to deliver on the following investment priorities:
 - Community and place: To enable places to invest to restore their community spaces and relationships and create the foundations for economic development at the neighbourhood level.
 - Supporting local business: To enable places to fund interventions that support local businesses to thrive, innovate and grow.
- 1.5. Hackney's UK SPF allocation of £1.8m is split across the funding priorities as follows:
 - Communities & Place: £1.36m
 - Supporting Local Businesses: £441k
- 1.6. The opportunity outlined in this Invitation for Proposals for a lead partner of a consortium to deliver grant funded activity relating to our UKSPF Supporting Local Businesses allocation plus one theme under our UKSPF Communities and Place allocation, and business support commitments attached to Strategic Infrastructure Pot (SIP):
 - 1.6.1. Hackney's UKSPF Communities & Place programme contains one business support project valued at £144k to provide cost-crisis support and help the transition to net zero. The project will deliver a mixture of green business audits, capital grants and an Open Innovation challenge for green energy & circular solutions developed in partnership with SHIFT - we need to clarify with the GLA whether these Hackney businesses also require the owners to be residents.
 - 1.6.2. Hackney Council also secured £100k of Strategic Investment Pot (SIP) funding. This funding was allocated to Hackney as a partner in the Central London Forward Inclusive Growth Programme to provide start-up and scale-up business support. The SIP funding and delivery commitments relating to business support are also included in the commission.

Hackney's Economy

- 1.7. Over the last 15 years, Hackney's economic performance has been strong and exciting in many ways. The benefits have not, however, been universal or experienced equally throughout the economy.
- 1.8. In recent years (2018-22), despite economic challenges resulting from Covid, Russia's invasion of Ukraine, the energy crisis and Brexit, Hackney's business growth rate has remained far more robust than comparable growth rates across the capital during covid pandemic. The net birth rate and business survival rate have also been relatively healthy.
- 1.9. In March 2022, the total number of businesses in Hackney was 25,660, considerably higher than the London average of 18,049. Most (90%) are microbusinesses, with fewer than 10 employees. In fact, nearly all Hackney's micro businesses are 'mini-micros', hiring only one or two staff members (mostly one) in addition to the owner. Due to their size, these businesses are less resilient and have less capacity to engage in business support programmes.
- 1.10. Hackney has a strong knowledge economy (47% of businesses), creative industries (28%), and digital economy (16%). These larger sectors have relatively low growth rates, however, compared to wholesale and retail where growth has been strong (11%).
- 1.11. A recent review of Hackney's economic drivers of change suggests that in many respects, Hackney's businesses are well placed to adapt to current and future economic changes. The strong presence of key growth sectors, younger demographics and increasing number of higher income residents should drive future growth. However, this is tempered by the small scale, and associated lower resilience, of existing businesses.

2. Hackney UK SPF Supporting Local Business

- 2.1. We agreed five strands with the GLA for our Business Support Programme to be delivered over two years.

Table 1: UKSPF Business Support Strands

Programme Strands designed to fit local priorities:	No. of Beneficiaries	2023/24	2024/25
1. Resilience support and advice on surviving the “cost crisis” for hospitality, arts, creative, retail and manufacturing/circular economy sectors	60	✓	
2. Pump-priming and capacity building for local organisations that represent and/or support local social and/or independent businesses to enable them to co-produce and participate in the delivery and programme review cycle	25	✓	
3. Start-up and scale-up advice and training for founders/owners of socially focussed businesses that are rooted in local communities	45	✓	✓
4. Local level support and advice on transitioning to net zero , includes planning alternatives and reduced energy consumption. Some flexibility on this: could be initial light-touch, a pathway to enable engagement with the London-wide programme OR focussed technical advice to prep for later finance applications	80	✓	✓
5. Creation of self-sustaining business peer support networks as a legacy of the targeted local business support provided	35	✓	✓

- 2.2. Each strand has agreed outputs and outcomes. These are summarised in Table 4 in Section 7. Appendix 5 (UKSPF outputs, outcomes, definitions and evidence) provides further detail on definitions and evidence requirements.
- 2.3. Based on initial engagement with the GLA, there is scope to reprofile outputs and outcomes between our strands but we will have to justify any changes.
- 2.4. Similarly, Hackney’s UK SPF programme and funding agreement does not currently include any grant giving. However, recent business engagement has indicated that grants would be a welcome source of support. Again, initial conversations with the GLA indicate that there is scope to introduce a small element of grant giving, subject to a successful change request. We would like bids to include a proposal for the amount of grant we might make available but suggest it is not higher than £40,000. Please note that for technical financial reasons the Council may need to distribute the grants directly to businesses. We will resolve this matter as part of finalising the grant funding agreement with the successful delivery partner. This has been factored into the indicative £628k funding agreement value.
- 2.5. The available funds and the value of the grant agreement are clarified in Table 2 below.

Table 2: Available Funds and Grant Agreement Value

Funding Source	Amount (£)
UKSPF (Supporting Local Businesses)	441,636
UKSPF (Communities & Place)	150,000
SIP	100,000
Total Funding Available	691,636
Amounts to be retained by LB Hackney	Amount (£)
Contribution to grant programme management	23,665
Retention of funding for direct grants to businesses	40,000
Total Deductions	63,665
Grant Contract Value	627,971

3. Hackney UK SPF Communities & Place

- 3.1. Hackney's UK SPF Communities & Place programme includes one project to deliver cost-crisis support and help the transition to net zero. The project will deliver technical property audits that assess what adaptations can be made to reduce energy use and support the transition to net zero.
- 3.2. Although titled the '**Hackney Wick Community Level Cost Crisis Support**' the UK SPF funding is available to support businesses across Hackney.
- 3.3. To supplement the UK SPF funded property audits, a second funding pot of £50,000 has been secured to offer businesses capital grants to implement recommendations arising from the property audits. The grants are funded via the GLA Sustainable Capital Fund, available to Creative Enterprise Zones. Access to these grants is geographically restricted to businesses in the Hackney Wick and Fish Island Creative Enterprise Zone (HWFI CEZ).
- 3.4. There could be an opportunity to link this work to a successful sub-regional UK SPF programme to be run by SHIFT which includes innovation challenges around decarbonisation and growing the circular economy.
- 3.5. Deliverables agreed for this stream of funding are in the following table:

Deliverables	No. of Beneficiaries
Businesses engaged with environmental issues through green business energy audit	175
Firms develop new environmental policy	15
Firms reduced their carbon consumption by 25%	63

Outputs	Target
E9: Number of volunteering opportunities supported	2
E13: Number of organisations receiving non-financial support	175

Outcomes	Target
E9: Improved engagement numbers	175
E13: Increased take up of energy efficiency measures	63

4. Hackney SIP Funded Business Support

- 4.1. The Strategic Investment Pot (SIP) was created in 2018/19 as part of the Business Rate Retention Pilot. 15% of any net financial benefit achieved through business rates would be made available through SIP for investment in projects which contribute to the sustainable growth of London's economy and leverage additional investment funding from other private or public sources.
- 4.2. When the pilot was extended in 2019/20, the London Borough of Hackney partnered with other London Boroughs in the Central London Forward sub-regional partnership on two successful bids:
- Inclusive Growth (Affordable Workspace); and
 - Building an Inclusive Knowledge Economy.
- 4.3. The Inclusive Growth (Affordable Workspace) SIP project has an element of business support for start-up and scale-up businesses to deliver:
- extensive outreach to disadvantaged residents with entrepreneurial aspirations
 - free skills training for up to one year as well as mentoring open to all.
 - training and mentoring for growing businesses on how to break down barriers to taking on employees, creating inclusive growth and building revenue.
- 4.4. SIP Business Support outputs relate to two early business life stages plus support for businesses located in affordable workspace benefiting from SIP investment. The investment site has yet to be confirmed. However, the outputs for all SIP business support elements are known and set out in the table below.

Table 2: SIP Business Support Strands

Output	No. of Beneficiaries	By March 2025
Businesses Supported (Set-Up Stage)	10	✓
Businesses Supported (Employ Stage)	10	✓
Businesses Supported (through access to new / improved affordable workspace; business life stage not stipulated)	36	✓

- 4.5. The SIP definition of business support is:
- *the number of businesses provided with at least 3 hours of Information, Advice and Guidance, plus any additional elements as detailed in funding agreements.*
- 4.6. Reporting on SIP outputs should follow UK SPF evidence requirements to ensure consistency.

5. Other Business Support in Hackney

5.1. Hackney Council does not have an established business support team nor did we run significant business support programmes in the pre-pandemic environment. This means that our local level ecosystem of business support is quite diverse. However, this positive is counterbalanced by the fact that it is relatively under-funded. The main local organisations that represent and regularly engage with different cohorts of businesses across the borough are listed below. In some instances these organisations also deliver different forms of small scale business support.

- Hackney Cooperative Developments
- Social Founders Network
- Hackney Council for Voluntary Services
- East End Trades Guild
- East London Business Alliance (may engage but have a narrow scope, ie corporate volunteering)

5.2. There are also a number of time-limited, grant funded interventions in the pipeline. The following projects are either at development or procurement stage.

5.2.1. Woodberry Down Cultural Strategy and Programming

(UK SPF Communities & Place Project)

This project is to enable cultural and community activity and support community cohesion in the Woodberry Down area. The cultural strategy will support the community, the local economy, local employment, health and wellbeing, and education.

Although principally a culture and community engagement project, links will be made with employment, skills and adult learning, as well as local youth groups and schools. Capacity building for local businesses, organisations and social enterprises could be relevant if they engage in cultural and community activity.

5.2.2. London-wide UK SPF Business Support Programme

The GLA has commissioned a London-wide programme of business support worth circa £30m, under the following themes:

1. Innovation
2. Supplier readiness
3. Supporting SMEs to bridge the digital divide
4. Growing the local, social economy
5. Property advice service for SMEs
6. Low carbon
7. Support for fast growing diverse founders
8. Investment readiness support for diverse founders/SMEs

29 delivery programmes have reached the grant funding agreement stage. Many cover multiple themes and some have a sub-regional focus whilst others are London-wide. We are awaiting further detail to confirm which of these 29 programmes can be accessed by Hackney based businesses. Once we know that then we will seek to link our local programme with wider programmes where relevant.

5.2.3. SIP Cross Borough Start-up to Scale-up Business Support

(Central London Forward SIP Cross-Borough Shared Pot)

Partners in the Central London Forward Inclusive Growth (Affordable Workspace) project have agreed to allocate underspend for the provision of business support targeting female, disabled, global majority owned / led microbusinesses.

6. Instructions

General Requirements

- 6.1. The London Borough of Hackney is inviting proposals for the co-design, delivery, management and evaluation of its Business Support Programme, which will bring together a number of commitments the Council has made in its UKSPF and SIP funding agreements. Deliverables for each funding stream are summarised in Sections 2,3 and 4 above. The quarterly delivery profile of UK SPF outputs and outcomes is set out in more detail in Table 4 in Section 7. SIP deliverables have not yet been profiled in this way. UKSPF outputs and outcomes are described in further detail in Appendix 5, together with the reporting evidence required. UKSPF reporting evidence will be applied to both UKSPF and SIP deliverables.
- 6.2. Our aim is to issue a single grant funding agreement for circa £628k with a lead partner of a consortium that leverages the benefits of our local ecosystem. However, the single grant funding agreement is subject to further detailed checks of the GLA SIP grant of £100k to ensure it is consistent with the more significant UK SPF grant. Either way we still propose to seek the benefits of a single supplier with either one or two grant funding agreements. This is because our learning from previous business support programmes indicates that better outcomes for the local economy are achieved through taking a collaborative and outcomes focussed approach without over-specifying the detail of delivery of business support. Additionally we are keen to see larger providers working in partnership with smaller and local providers to facilitate capacity building, strengthening our local ecosystem and achieve greater local outreach.
- 6.3. Our constitution means that we can accept applications, as lead partner, from any constituted organisation under the broad voluntary, community and social sector banner that can effectively work within the London Borough of Hackney. These are typically the following organisations:
 - Registered charity or Charitable Incorporated Organisation (CIO)
 - Charitable company or Social Enterprise (companies must have asset locks, be wholly not-for-profit and without share capital)
 - Community Interest Company (CIC)
 - Company limited by guarantee (companies must have asset locks, be wholly not-for-profit and without share capital)
 - Cooperative and Community Benefit Society
- 6.4. This grant funding opportunity is **not** for private businesses or individuals.
- 6.5. Proposals should outline an effective approach to delivery which ensures a deeper level of business engagement than previous business support initiatives. The proposal should also clearly set out a systematic approach to learning and evaluation throughout the project to inform iterative cycles and ensure quality provision and a strong legacy.

- 6.6. LB Hackney held an online information session on Wednesday, 21st June, bringing together potential partners. Contact details of these organisations are available in Appendix 4, along with details of the local business support organisations based in Hackney. A recording of the session and the presentation are available on request.
- 6.7. Programme delivery requires strong learning and evaluation capacity, to review and refine delivery throughout the programme as well as to assist with quarterly, annual and project end monitoring and evaluation. Consortia are encouraged to engage an evaluation partner to complement their delivery provision.
- 6.8. Programme design should follow three delivery cycles, allowing for regular review and iteration of the business support offer that responds to local need and experience.

Transition to Net Zero Grant Option

- 6.9. The iterative programme design should also assess demand for, and allow sufficient flexibility to include, grants to support the transition to net zero in the later phase(s) of support provision. Funding is limited for this so we are seeking agreement from the GLA for a £40,000 total allocation. Due to this limitation, grants would be small (up to £3k each) and available for only very specific purchases of items that are identified as useful to help reduce carbon emissions through the broader business support activity. We are interested in proposals from suppliers about sources about opportunities for match-funding these grants, which could be through other programmes or by the businesses themselves, including financing options.

Additionality

- 6.10. Beyond the agreed outputs and outcomes, we expect programme design to offer additionality in terms of:
 - Complementing, not duplicating, other London-wide UK SPF funded delivery.
 - Greater reach into our business communities than previous support
 - Genuine strengthening of Hackney's business support ecosystem and networks
 - Learning from delivery supports iteration (going beyond output counting)
 - Links to other relevant regional and sub-regional programmes
 - Preparation for the April 2025 UK SPF (which should see higher levels of funding and more sub-regional collaboration)

7. Specification

Overview

- 7.1. Hackney Council is combining two sources of funding - UK SPF and SIP - to deliver a wide ranging business support programme to support local micro and small businesses.
- 7.2. The successful supplier will co-design (with the Council and consortium partners), deliver, manage and evaluate the programme over 20 months (Sept 2023-June 2025). This delivery period includes two months wrap up and evaluation post delivery which must complete by the end of March 2025.
- 7.3. The business support programme will follow an iterative design process over three delivery cycles, allowing for regular learning and informed refinement of the support provided to ensure it meets business requirements and reaches deeper into our business community. We expect that a range of methods of support will need to be deployed to match the different expectations of businesses.
- 7.4. Programme design and delivery will be centred around an outcomes framework, sufficiently robust and flexible to deliver the outputs and outcomes linked to funding requirements plus our own additional outcomes. Delivery must be able to respond to ongoing evaluation and lessons learnt.

- 7.5. The overarching objective of the UK SPF funding is to:

Strengthen local entrepreneurial ecosystems and support businesses at all stages of their development to start, sustain, grow, and innovate, including through local networks.

- 7.6. The UK SPF programme has five broad themes and target groups:

1. **Resilience support and advice** on surviving the "cost crisis". Open to all businesses but must include targeted activity for the sectors most impacted by rising costs: **hospitality, arts, creative, retail and manufacturing** sectors
2. **Pump-priming and capacity building** for local organisations that represent/support local **social and/or independent businesses** to enable them to support subsequent delivery and programme review cycles
3. **Start-up and scale-up advice and training** for founders/ owners of **socially focussed businesses** that are rooted in local communities
4. Local level **support and advice on transitioning to net zero** - including planning alternative and reduced energy consumption and potentially supporting these businesses onto other support programmes due to start in London
5. Creation of **self-sustaining business peer support networks** as a legacy of the targeted local business support provided

- 7.7. The SIP funding has been secured to:

deliver extensive outreach and support to entrepreneurs setting up a new business (Life Stage 1) and micro business ready to employ and grow (Life Stage 2).

Life Stage 1 (Set Up)

Extensive outreach to disadvantaged residents with entrepreneurial aspirations will take place followed by free skills training (up to 1 year) and mentoring open to all. We wish to help residents with limited finance and professional networks to start trading quickly, so that concepts can be proven, skills swiftly developed, confidence increased, and income generated to self-fund growth ahead of taking on employees.

Life Stage 2 – Employ

Once trading, micro businesses will be supported to establish their businesses, move on and take on their first employees. Free training and mentoring will help breakdown barriers to taking on employees, inclusive growth and building revenue. Employment brokers will also connect businesses with local job seekers. Many businesses in the programme will be in this life stage.

- 7.8. UK SPF does not provide a time-based definition of business support outputs. However, SIP funding does and this definition has been adopted for all support outputs achieved through the proposed business support programme.
- 7.9. The delivery consortium should therefore be able to provide at least three hours of information of support to a minimum of 351 businesses, at least 30 of which should be start-ups and 10 should be employ-stage businesses. The target audiences vary with the type of support offered. Target groups include:
- **hospitality, arts, creative, retail and manufacturing** sectors
 - **social and/or independent businesses** with clear social commitments
 - **socially focussed businesses** in any sector that are rooted in local communities
- 7.10. The UK SPF output definitions require that business support involve direct interaction with programme participants. Broadcast advice does not count toward business support outputs. While some businesses have indicated that online materials would be valuable, care must be taken to ensure that online materials are fit for purpose (i.e. beneficial to businesses) and eligible funding outputs. Production of any such online material should also be an efficient use of the suppliers time and resources.
- 7.11. Although there are no specific diversity targets to meet, diversity monitoring is required to capture gender, age, disability and ethnicity.
- 7.12. In addition to the equalities data, projects delivering in London need to set targets for, and report on, the numbers of global majority-led, women-led, disabled-led businesses and individuals supported. This applies to the specific outputs set out below:
- OP10 - Number of organisations receiving non-financial support
 - OP11 - Number of enterprises receiving non-financial support
 - OP12 - Number of enterprises receiving grants
 - OP13 - Number of potential entrepreneurs assisted to be enterprise ready

Please see Appendix 5 UK SPF output and outcome evidence and the [.gov website](#) for further information.

Critical Requirements

- 7.13. The lead partner must confirm and justify their selection of consortium partners, setting out specialisms, roles and responsibilities, and how these are allocated between partners. The proposal should be clear and specific about the types of support that can and cannot be offered during the first phase of the delivery alongside a credible approach to developing the plan for the second phase of delivery.
- 7.14. The consortium, and ultimately the the lead partner, is responsible for:
 - 7.14.1. Co-design (with the Council, consortium partner and potential local businesses), of the support content, delivery, outreach, marketing, evaluation, revision, monitoring and overall management of the Business Support Programme
 - 7.14.2. Establishing a due diligence framework that is approved by the Council
 - 7.14.3. Establishing strong financial and payment control mechanisms
 - 7.14.4. Developing an outcomes and learning framework to gather information that can both support development of each subsequent phase and ongoing evaluation of the programme
 - 7.14.5. Establishing a robust assessment and decision-making framework for developing options for then providing grant funding, as required and appropriate, as part of the **transition to net zero** business support.
 - 7.14.6. Establishing a robust monitoring and reporting methodology that meets standard funder requirements
 - 7.14.7. Establishing strong governance mechanisms to ensure all processes and systems related to the programme and any funding received or paid out are GDPR compliant, as both controller and processor.
- 7.15. The supplier(s) must be able to clearly demonstrate the ability (including sufficient resources i.e. staff, programme management systems and IT infrastructure) to design and deliver a varied programme of business support and advice to service the needs of a varied target audience across a range of business types, business stages and industry sectors as outlined in paragraphs 7.6, 7.7 and 7.9 above. The business support and advice should take a range of formats and should be scalable to accommodate different group sizes (e.g. thematic or sector specific business support in larger groups, or bespoke 1-2-1 training).
- 7.16. The consortium must be able to support 351 businesses, with at least three hours of information, advice, guidance or training support per business. A minimum of 30 of the businesses supported should be start-ups and 10 should be employ-stage businesses.
- 7.17. The proposal should clearly outline the mix of different types of business support that can be provided by the supplier and consortium along with a clear rationale on how the different support will be used, what they will achieve and the quantum of each to be deployed during phase one.
- 7.18. The proposal should outline clearly the iterative approach to programme design and evaluation, and demonstrate relevant experience and successes achieved by all partners in delivering similar support elsewhere. Capacity to learn and adapt is as vital as subject knowledge and expertise.

- 7.19. We require evidence of the involvement of an evaluation expert in the proposed approach to developing the outcomes framework, learning and evaluation preferably with ongoing involvement at appropriate points through the programme. We expect to see a hybrid approach to evaluation which generates ongoing learning through the programme to help us move beyond traditional output and outcome monitoring.
- 7.20. The consortium must have the capacity to mobilise quickly with 'off the shelf' provision in the first instance, but equally, show capacity to adapt and refine provision throughout the delivery programme in response to feedback, learning and market need.
- 7.21. The consortium will need to evidence that it has strong networks, outreach strategies and communication channels to engage with entrepreneurs, local businesses and organisations who have not previously accessed business support, particularly on the transition to net zero theme. The supplier needs to demonstrate their ability to collaborate with the Council communications team on promoting the programme in a way that maximises sign-ups and achieves a good conversion rate to onboarding the n subsequent support.
- 7.22. The Lead Partner will act as the single point of contact for the Council Contract Manager and businesses, and take responsibility for overseeing the successful design, delivery, monitoring and evaluation of the business support programme. Suppliers should confirm who this is and the approach to programme management and resourcing.
- 7.23. The consortium must be able to establish and effectively manage a robust monitoring and reporting methodology and ensure all outcomes, outputs and impact metrics are achieved and meet all funding requirements. Partners should be aware that the funders could evolve the monitoring and reporting requirements over the course of the delivery programme so quality data capture is needed to support potential flexibility.
- 7.24. The consortium must gather information in a systematic way so it can be used to inform subsequent delivery cycles and underpin a final monitoring and evaluation report that demonstrates progress against KPI and outcomes identified for the framework, as well as qualitative lessons learned. We expect this information and subsequent evaluation to draw on feedback from all partners, programme beneficiaries, business advisors, Council staff and other relevant stakeholders to be agreed with the Council. All evaluation reports should be submitted to, and signed off by, Hackney Council.
- 7.25. The Council Contract Manager retains the overall responsibility for approving the approach (and all component parts) set out by the supplier.
- 7.26. The Council Contract Manager must play a key role in the overall decision making (assessment and recommendations for award) of any **transition to net zero** grant funding within the business support programme. The Council will manage the payments and due diligence around the transition to net zero grants
- 7.27. Programme processes linked to the net zero grant payments will need to support the deadline within our own grant funding agreement with the Greater London Authority which is that all grant payments to be made, processed and validated as expenditure by recipients before 31st March 2025.

Business Support Programme Delivery Schedule

7.28. The following table sets out the key delivery milestones:

Table 3: Proposed Delivery Schedule

Milestone	Deadline
Specification published	w/c 3rd July 2023
Supplier Clarifications	Friday 14th July 2023
Application deadline	Friday 21st July 2023, 1pm
Clarification / Interviews (if required)	Monday 24th or Tuesday 25th July 2023
Provider confirmed (subject to Cabinet sign-off)	Friday 28th July 2023
Hackney Cabinet sign-off of grant award to provider	Monday 25th September 2023
Contracting, Mobilisation and Marketing	Early October 2023
Delivery Start	Late October 2023
Quarterly Monitoring Returns	15th of Jan, April, June, Oct every year
Indicative quarterly payment cycle	25% of our 2023/24 annual allocation on signing the funding agreement. Thereafter, payments within one month of monitoring return sign off (ie Feb, May, July, Nov) in accordance with the payment clause of the draft grant funding agreement.
Delivery End	30th March 2025

UK SPF Key Performance Indicators & Monitoring Requirements

7.29. UK SPF requires reporting on three contractual outputs and four contractual outcomes as detailed in the following table. There is scope and flex to introduce outputs relating to grant giving, subject to a successful change request submitted to the GLA. Any such change request should be evidence based, drawing on feedback and evaluation findings from initial delivery interventions.

7.30. Data should also be gathered in relation to Good Jobs and Green Jobs:

Good Job definition: Minimum of 16 hours/week and is continuous for at least 12 weeks, pays a basic salary of the London Living Wage or above and does not involve the use of zero hours contracts.

Green Job definition: Employment in activity that directly contributes to – or indirectly supports – the achievement of the UK's net zero emissions target and other environmental goals, such as nature restoration and mitigation against climate risks.

Table 4: UKSPF Contractual Outputs & Outcomes

OUTPUTS	Total Outputs Target	2022/2023		2023/24					2024/25				
		Total 2022/23	Q4	Total 2023/24	Q1	Q2	Q3	Q4	Total 2024/25	Q1	Q2	Q3	Q4
E23: Number of enterprises receiving non-financial support	220	30	30	95	17	28	23	27	95	23	25	24	23
E23: Number of enterprises receiving grants	TBC (Currently 0)												
E23: Number of potential entrepreneurs provided assistance to be enterprise ready	20	0	0	10	2	3	3	2	10	2	3	2	3
E9: Number of volunteering opportunities supported	2			1			1		1	1			
E13: Number of organisations receiving non-financial support	175			88			88		87	87			
OUTCOMES	Total Outcomes Target	2022/2023		2023/24					2024/25				
		Total 2022/23	Q4	Total 2023/24	Q1	Q2	Q3	Q4	Total 2024/25	Q1	Q2	Q3	Q4
E23: Jobs created	24	0	0	11	0	2	3	6	13	1	3	3	6
E23: Jobs safeguarded	61	7	7	29	2	11	4	12	25	5	7	5	8
E23: Number of new enterprises created	22	0	0	12	0	3	4	5	10	0	2	4	4
E23: Number of enterprises adopting new or improved products or services	10	0	0	5	0	1	2	2	5	0	1	2	2
E9: Improved engagement numbers	175	90	90	85		85							
E13: Increased take up of energy efficiency measures	63			63	30			33					

Additional, Non Contractual UKSPF Outputs & Outcomes

- 7.31. Additional, non Contractual Outputs and Outcomes must also be captured quarterly in relation to the following:
- E23: Number of green / good jobs created as a result of support (numerical value)
 - E23: Number of green / good jobs safeguarded as a result of support (numerical value)
 - E1: Amount of low or zero carbon energy infrastructure installed (m2)
 - E1: Greenhouse gas reductions (% decrease in Tonnes of CO2e)
 - E10: Number of community-led arts, cultural, heritage and creative programmes as a result of support
 - E1: Improved perception of facilities/amenities (% increase)

UK SPF Equalities Data

- 7.32. Equality data should be measured to capture the number of disabled-led businesses, BAME-led businesses, Female-led businesses engaged in the programme, as well as, gender, age, disability, ethnicity details of participants.
- 7.33. No equalities targets have been set prior to signing the UKSPF funding agreement. However, quarterly monitoring requires equalities targets to be set and captured in relation to some outputs:
- OP10: Number of organisations receiving non-financial support
 - OP11: Number of enterprises receiving non-financial support
 - OP12: Number of enterprises receiving grants
 - OP13: Number of potential entrepreneurs assisted to be enterprise ready
- 7.34. Further equalities data should also be captured against the following outputs and outcomes even though no targets are required:
- OP09: Number of households receiving support (if relevant)
 - OP08: Number of volunteering opportunities supported (if relevant)
 - OP18: Increased number of enterprises supported
 - OP16: Number of new enterprises created as a result of support
 - OC15: Number of enterprises engaged in new markets
 - OC15: Number of organisations engaged in knowledge transfer activity following support
 - OC02: Jobs safeguarded as a result of support
 - OC01: Jobs created as a result of support

8. Submission of Proposals

- 8.1. Proposals should address all delivery requirements
- 8.2. The **deadline for submission of proposals is 13:00 on Friday 21st July 2023, any received after the deadline may not be considered.**
- 8.3. All proposals should be submitted via email to the Contract Manager at bsp@hackney.gov.uk

Clarifications

- 8.4. Potential suppliers can submit questions for clarification to the Contract Manager, via emailing bsp@hackney.gov.uk until **16:00 on Friday 14 July 2023.**
- 8.5. The Council may seek clarifications from suppliers from the point at which a proposal is received until **16:00 on Monday 24th July 2023.**

9. Evaluation of proposals

Evaluation Criteria

9.1. The grant funding agreement will be awarded to the consortium that provides the most economically advantageous quote against each of the following evaluation criteria:

Table 5: Evaluation Criteria

Criteria	Sub-criteria (or Question)	Weighting (%)
Price		15
Quality	1. Approach to design and delivery of services , to include: <ul style="list-style-type: none"> ● Consortium partners and management ● Outreach and marketing ● Approach to delivering support (including methods) ● Link to specification and programme themes, outputs and outcomes ● Learning and evaluation ● Programme iteration ● Information collection and monitoring ● Key milestones and timescales for delivery. ● Identification of Challenges, Risks and Proposed Mitigation 	25
Quality	2. Understanding of local needs/issues: <ul style="list-style-type: none"> ● Clear understanding of local needs and the issues facing businesses in Hackney. 	10
Quality	3. Organisational capacity <ul style="list-style-type: none"> ● Clearly demonstrates capacity of the organisation to deliver. ● Clearly demonstrates staff/partners are suitably qualified. 	20
Quality	4. Alignment with KPI's and Outcomes <ul style="list-style-type: none"> ● Clearly demonstrates ability to deliver on contractual outputs and outcomes ● Sets ambitious yet realistic targets for non-contractual outputs and outcomes that link strongly to programme themes 	15
Quality	5. Additionality, Sustainability & Social Value <ul style="list-style-type: none"> ● Complements other local business support delivered through UKSPF and links with other relevant regional / sub regional programmes ● Strengthens Hackney's business support ecosystem and networks ● Creates learning and evidence for future funding bids and UK SPF funded activity ● Environmental, Economic and Social benefits offered 	15
Suitability	Section 2 - Economic and Financial standing	Pass/Fail
	Section 4.1 – Insurance	Pass/Fail

Evaluation Methodology

9.2. In relation to price, the lowest price will score 15%. The other offers will then receive scores expressed as an inverse proportion of the lowest price. All results will be rounded to two decimal places. The formula used will be:

$$(Lowest\ price/Supplier's\ price) \times 15\% = Supplier's\ price\ score$$

9.3. In relation to the Quality criteria, each question will be scored in application of the following scoring scale:

Table 6: Scoring Scale

Score	Commentary
0	Very weak or no answer
1	Poor - well below expectations
2	Satisfactory but slightly below expectations
3	Good – meets expectations
4	Very good – slightly exceeds expectations
5	Exceptional - Well above expectations

9.4. A score of 0 (very weak or no answer) or 1 (poor) for any of the criteria is likely to mean rejection of a quotation.

9.5. The specification clearly identifies any elements which are critical and constitute minimum standards. ‘Critical’ criteria are to be viewed as a key part of the requirement. A material non-conformance to critical criteria is likely to result in rejection of a quotation.

9.6. As part of the quality evaluation, sustainability and/or social value is assessed in line with Hackney’s Sustainable Procurement Strategy. The scoring of this section will consider relevant environmental, economic and social benefits to be delivered through the resulting contract.

9.7. Each member of the evaluation panel will individually assess each quotation. Scores will then be moderated by the whole panel in order to reach a consensus.

9.8. The Suitability Assessment questions will be assessed on a pass/fail basis as follows:

Table 7: Suitability Assessment Criteria

Criteria	Requirement
Section 1: Supplier Information	This section is for information only and is required but not assessed.
Economic & Financial Standing	<p>Requires self-declarations regarding whether the organisation meets the selection criteria in respect of their financial standing. The answers to the questions will be marked on a Pass/Fail basis.</p> <p>If your bid is successful, then the financial standing and economic standing of the Lead Partner may be further assessed via a reputable credit report provider. It is the responsibility of the Lead Partner to ensure all consortium partners are of sufficient financial and economic standing.</p>
Insurance	<p>The self-declaration answers are marked on a Pass/Fail basis. The minimum insurance requirements for this contract are as follows:</p> <ul style="list-style-type: none"> ● £2m Professional Indemnity insurance, for each and every claim ● £2m Public Liability insurance, for each and every claim ● Employer’s Liability insurance (as required by law) <p>Proof of insurance will be required from successful Supplier.</p>

9.9. Hackney Council reserves the right not to award the contract to the lowest or any quotation. Any acceptance of a quotation by the Council shall be communicated in writing.

10. Model Grant Funding Terms & Conditions

The following pages set out the model grant funding terms. These are subject to amendment as part of the onboarding process.

MODEL GRANT FUNDING AGREEMENT

THIS GRANT FUNDING AGREEMENT is made this **XXXX** day of **XXXXXX** 20**XX**

BETWEEN

PARTIES

- (1) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF HACKNEY of Town Hall, Mare Street, London E8 1EA (the "Council"); and
- (2) **XXXXXX** (company registration number **XXXXXX**) of **XXXXXX** ("the "Recipient")

WHEREAS

- (1) The Recipient has been awarded the sum of **XXXXXX** pounds (**£XXXXXX**) for funding through the UK Shared Prosperity Fund (UKSPF) and Strategic Investment Pot (SIP) for the Purpose of carrying out the activities ("Activities") stated in Schedule 1 of this Funding Agreement (together the 'Award'). This Grant Fund Agreement and the Schedules set out the terms of the agreement between the Parties in respect of the Award.
- (2) This Agreement shall commence on the commencement date ("Commencement Date") of **XXXXXX** and shall end on the **XXXXXX** unless terminated or varied in writing in accordance with the terms of this Funding Agreement.
- (3) The funding is being provided from the Government UK Shared Prosperity Fund (UKSPF) and Strategic Investment Pot (SIP) as part of a London Borough of Hackney business support programme.
- (4) The address for notices of the Parties are:

For the Council	For the Recipient
Name of representative:	Name of representative:
Email:	Email:
Telephone No:	Telephone No:
(hereafter " the Authorised Officer ")	(hereafter " the Funding Agreement Manager ")

Signed on behalf of the Council:

Signed on behalf of the Recipient:

Signature:

Signature:

Name:

Name:

Position:

Position:

Date:

Date:

Schedule 1 - Purpose

Programme: Hackney Business Support Programme

Fund:

1. UK Shared Prosperity Fund (UKSPF); and
2. Strategic Investment Pot (SIP)

Amount awarded:

1. UK SPF: £
2. SIP: £
3. Total Contract Value: £

Towards:

To includes the following:

-

Eligible expenditure: The full grant amount must be spent only on expenses associated with the delivery of the Award. The lead partner of any consortium is responsible to ensuring any delivery partners comply with this requirement.

Commencement Date:

End Date:

Schedule 2 - DRAFT Terms and Conditions of Funding

1. Purpose and Use of Funding

- 1.1. The Recipient shall use the Award only for the Purpose and in accordance with the terms and conditions set out in this Funding Agreement. The Award shall not be used for any other purpose unless a variation has been approved in writing by the Council in accordance with clause 9 of this Funding Agreement.
- 1.2. The Award must not be used as a wage support mechanism.
- 1.3. The Award must not be used for capital projects that do not provide direct business support.
- 1.4. The Council may make enquiries and collect information relevant to the Recipient and/or the Award (including, but not limited to the application) for any purpose, including assessment, monitoring, reporting and for use in promotional material including media releases, websites, brochures and any other material.
- 1.5. The Funding Agreement Manager or other duly authorised representative of the Recipient must respond to the Council throughout the whole Award process within a reasonable time frame. If the Council receives no response to enquiries from the Funding Agreement Manager or other duly authorised representative of the Recipient within three months from the date of commencement following reasonable effort on the part of the Council, the Award will be cancelled.
- 1.6. All use of the Council logo must be in accordance with the Logo Use Guidelines for Award Recipients
- 1.7. The Recipient shall inform the Council if:
 - 1.7.1. it no longer occupies the premises stated in this Funding Agreement.
 - 1.7.2. it ceases trading permanently, or goes into administration, becomes insolvent, or is in receipt of a striking off notice.

2. Payment of Award

- 2.1. Subject to the provisions of this Funding Agreement, the Council shall pay the funding in accordance with the timetable set out in Schedule 3, into the bank account of the Recipient notified to the Council in writing.
- 2.2. Subject to clause 4 the Council shall pay the Award to the Recipient promptly after the Commencement Date subject to the necessary funds being available.
- 2.3. For the avoidance of doubt, no Award shall be paid unless and until the Council is satisfied that such payment will be used by the Recipient for the Purpose and the Recipient agrees to supply such information, explanations and documents as the Council may reasonably require in this respect.
- 2.4. The Recipient shall promptly repay to the Council any money incorrectly paid to it either as a result of an administrative error or otherwise.
- 2.5. The amount of Award shall not be increased in the event of any overspend by

the Recipient in the delivery of the Purpose.

3. Accounts and records

- 3.1. The Award shall be shown in the Recipient's accounts as a restricted Award and shall not be included under general funds. The Recipient shall keep separate, accurate and up-to-date accounts and records of the receipt and expenditure of the Award monies.
- 3.2. The Recipient shall keep all invoices, receipts, and accounts and any other relevant documents relating to the expenditure of the Award for a period of at least six (6) months following the expiry of the Funding Agreement. The Council shall have the right to review the Recipient's accounts and records that relate to the expenditure of the Funding and shall have the right to take copies of such accounts and records.
- 3.3. The Recipient shall provide the Council with a financial and operational report on its use of the Award and delivery of the Activities as per the timetable set out in Schedule 3. The Recipient will contact the Council in advance to seek approval if it anticipates any substantial changes to the purpose, delivery or timescale of the Activities or expenditure of the Award

4. Withholding, suspending and repayment of Award

- 4.1. The Council's intention is that the Award will be paid to the Recipient in full in line with the stated milestones for payments. However, the Council may at its reasonable discretion withhold or suspend payment of the Award and/or require repayment of all or part of the Award. Common reasons include, but are not limited to:
 - 4.1.1. the Award is not used, or is used for a purpose other than that for which it is given, or the Recipient fails to comply with any of the terms and conditions of this Funding Agreement;
 - 4.1.2. the performance of the Activities is judged to be unsatisfactory by the Council;
 - 4.1.3. there is a substantial change in the Activities and/or the Recipient's management arrangements that has not been approved in writing by the Council;
 - 4.1.4. the Recipient ceases to operate or there is a significant change in the nature or focus of its operations;
 - 4.1.5. The Council will not accept deliberate manipulation and fraud. Any business caught falsifying their records to gain additional funding will face prosecution and any funding issued will be subject to repayment.
- 4.2. The Council may in the event of a serious breach of the Recipient's obligations under this Funding Agreement terminate this Funding Agreement on written notice to the Recipient. In the event of termination under this clause 4.2 the Recipient shall immediately repay to the Council such sums of the Award as shall be notified to the Recipient by the Council.

5. Limitation of liability

- 5.1. The Council accepts no liability for any consequences that may come about from the Recipient's activities, the use of the Award or from withdrawal of the Award.

6. Insurance

- 6.1. The Recipient shall maintain with a reputable insurance company:
- 6.1.1. Professional Indemnity insurance of not less than two (2) million pounds (£2,000,000)
 - 6.1.2. Public Liability Insurance against all usual risks of not less than two (2) million pounds (£2,000,000)
 - 6.1.3. Employer's Liability Insurance of not less than the minimum amount required by law

7. Sub-contracting

- 7.1. The Recipient shall not sub-contract the whole or any part of the Activities and/or this Funding Agreement without the prior, express written consent of the Council.

8. Variations

- 8.1. The Recipient acknowledges and agrees that the Council may vary the terms of this Funding Agreement (including, without limitation the suspension or termination of the Funding Agreement) with immediate effect, without notice and at any time.

9. Freedom of information & Data Protection

- 9.1. The Recipient acknowledges that the Council is subject to the requirements of the Freedom of Information Act 2000 and will provide necessary assistance to the Council without charge in meeting such requirements. Both Parties will comply with all their obligations under UK Data Protection Laws, including without limitation, the Data Protection Act 2018.

10. Anti-fraud and Probity

- 10.1. Officers, directors, trustees and members of the Recipient shall avoid any conflict of interest or potential conflict of interest. Any person affected by, or potentially affected by, a conflict of interest shall declare any personal or financial interest or any interest of a party related to them, in any matter concerning the awarding of contracts and/or the approval of expenditure and shall be excluded from any discussion or decision-making, relating to the matter concerned.
- 10.2. The Recipient shall use all reasonable endeavours to safeguard the Award against fraud generally and in particular fraud on the part of the Recipient, directors, employees, agents or contractors.
- 10.3. If there are any grounds for suspecting financial irregularity in any transaction, these must be notified by the Recipient to the Council immediately. For this purpose "financial irregularity" includes fraud or other impropriety, mismanagement, and the use of the Award for purposes other than those for which it was provided. If the Recipient becomes aware of any such financial irregularity and fails to notify

the Council of such, the Council shall be entitled to terminate the Funding Agreement forthwith.

11. Contracts (Rights of Third Parties) Act 1999

- 11.1. No term of this Funding Agreement is enforceable, under the Contracts (Rights of Third Parties) Act 1999, by any person who is not a party to this Funding Agreement.

12. Severance

- 12.1. If any provisions of the Funding Agreement shall become or shall be declared by a Court of competent jurisdiction to be invalid or unforeseeable in any way, such invalidity or unenforceability shall in no way impair or affect any other provision, all of which shall remain in full force and effect.

13. Entire Agreement

- 13.1. This Funding Agreement constitutes the entire agreement between the parties and supersedes all prior representation, communications, contract negotiations and understandings, whether oral or written, concerning the subject matter of this Funding Agreement.

14. Law and Jurisdiction

- 14.1. This Funding Agreement shall be governed and construed in accordance with the laws of England and Wales and the parties submit to the exclusive jurisdiction of the courts of England.

15. Subsidy allowances

- 15.1. It is understood by the Recipient that the funding is being provided from **XXXX** **[Insert Grant Source]** as part of a London Borough of Hackney business support programme.
- 15.2. Subsidy allowance (formerly State Aid): The new domestic subsidy control regime took effect on 4 January 2023. By accepting the funding and signing this contract you are confirming that your organisation has not exceeded any of the relevant permitted subsidy allowances under the scheme. If you believe that this funding constitutes subsidy and fall under a streamlined route or legacy scheme then please provide details below:

15.2.1. **[Insert if required]**. Tick box if this applies:

15.2.2. **[Insert if required]**. Tick box if this applies:

15.2.3. Subsidy provided in excess of the Small Amounts of Financial Assistance Allowance may not be Awarded to applicants that were defined as an 'undertaking in difficulty' on 31 December 2019. The definition of an undertaking in difficult is:
<https://nbv.co.uk/Awards-an-undertaking-in-difficulty/> If your business/organisation is an undertaking in difficulty and has exceeded

the Small Amounts of Financial Assistance Allowance you must make the London Borough of Hackney aware prior to signing this contract and accepting the associated funding.

Schedule 3 - Payment & Timetable for Monitoring Requirements

Payment and Monitoring Requirements	
Requirement	Timeframe
Insert as required	

Programme Delivery Timeline		
	Start Date	End date
Insert as required		

Key Performance indicators - Programme Level		
Key Performance Indicators	Outcomes	Demonstrated via

Key Performance indicators - Thematic Level		
Workshop series (support programmes)	Key Performance Indicators	Demonstrated via
	•	
	•	

Schedule 4 - Additional Information

The Funding Agreement Manager and Recipient confirms:

- That it is understood the funded is being provided from the **INSERT GRANT SOURCES** support grants: as part of a London Borough of Hackney business support programme
- If the grant is paid in error it will be recoverable from the Recipient.
- The Recipient is happy for their data to be shared with the GLA for research and evaluation purposes.
- The Recipient is happy to be contacted by Hackney Council in the future for details of new business funding opportunities and in relation to other business initiatives.
- The Recipient understands that the Council will not accept deliberate manipulation and fraud. Any business caught falsifying their records to gain additional grant money will face prosecution and any funding issued will be subject to clawback.
- The Recipient understands that the Council will use its information to assess its application for funding. In doing so the Council will confirm information about you and your bank account from Council departments and credit reference agencies to confirm account validity and identity. If the Recipient provides false or inaccurate information, the Council will record this. For full details on how the Council uses information, please refer to the Council's [privacy statement](#).
- The Recipient has read and will adhere to government guidance surrounding Covid-19. Delivery of activities must fully comply with the current government guidance on Covid-safe working to protect all participants, staff, contracted artists / suppliers and audiences where relevant

Appendix 1: PROPOSAL RESPONSE

A. Delivery Proposal

Please set out your proposal for delivery of the Business Support Programme, demonstrating how you will deliver the requirements of the Specification.

- The proposal, including proposed outcomes, targets and deliverables which the Council accepts, will be incorporated into any resulting grant funding agreement.
- Your response should be as clear and concise as possible. As a guideline, word counts are given against each element/question.
- To aid evaluation, please set out your Proposal using the following headings and order as set out below.

Delivery programme

1. **Approach to design and delivery of services** to cover the points below: 2,000 words

Programme overview and approaches to:

- Consortium partners and management
- Outreach and marketing
- Approach to delivering support (including methods)
- Link to specification and programme themes, outputs and outcomes
- Learning and evaluation
- Programme iteration
- Information collection and monitoring
- Key milestones and timescales for delivery
- Identification of Challenges, Risks and Proposed Mitigation

2. Proposed KPIs that align with the programme themes and aims: 900 words
3. Understanding of local needs/issues in relation to the themes: 500 words
4. Organisational/consortium capacity and suitability: 500 words
5. Sustainability/Social Value, ie: Environmental, Economic and Social benefits: 500 words

B. Suitability Assessment

The Suitability Assessment Questionnaire (SAQ) is a questionnaire completed and attached to your email response to this Invitation for Proposals.

To respond to this Invitation for Proposals, please download a copy of [the questionnaire](#) with the below sections completed:

- Part 1, section 1
- Part 3, section 4,5 & 7
- Part 8 'additional questions', section 8.1

Please complete only the above sections and return this as either a .pdf,.doc.docx or google sheet via email with the Invitation for Proposals.

Please submit only one suitability assessment.

The SAQ asks for financial and technical information from Suppliers. The financial information which we are asking Suppliers to provide allows the Authority to be satisfied that Suppliers have adequate financial and other resources and will be in a position to continue to deliver the services throughout the contract period. The technical information allows the Authority to assess whether Suppliers have the relevant skills and experience to be capable of performing the proposed contract to meet the Authority's needs.

Please ensure that all questions are completed in full, and in the format requested. If the question does not apply to you, please state 'N/A'. Should you need to provide additional information in response to the questions, please upload a clearly identified annex.

Appendix 2: PRICING SCHEDULE

- Please provide your cost for delivery of the business support programme, including a full breakdown of the component costs.
- All costs must be exclusive of VAT.
- All staffing costs must be inclusive of London Living Wage (LLW) where this is paid by your organisation
- We have included **suggested headings and examples, please edit/remove these as required** and provide a full breakdown of the component costs of each major category.

Programme Budget - suppliers direct delivery and management costs					
Category	Breakdown	Phase one (Sept23 to Feb24)	Phase two (Mar24 to Aug24)	Phase three (Sept24 to Mar24)	Total
Project costs					
					£
					£
Management & Admin Costs					
					£
Other Costs					
					£
Proposed small grant pot					£40,000
	Total	£	£	£	
Total					£

Quotation totals	
Total overall delivery cost	£
Total grant	£

Signature:.....

Name:.....

Designation:.....

On Behalf Of:.....

Date:

NOTE: this document must be signed by a person duly authorised to sign on behalf of your company / organisation.

Appendix 3: CHECKLIST FOR SUPPLIERS

	Document title	Document location (if not contained in this Invitation for Proposals or attached to the covering email)	Action	Complete
1.	Invitation for Proposals		Read	
2.	Invitation for Proposals (front sheet only)		Complete and submit with Quotation	
3.	Instructions		Read	
4.	Specification		Read	
5.	Conditions of Contract		Read	
6.	Appendix 1A: Quotation Response		Read, complete and submit via email	
	Appendix 1B: Suitability Assessment Questionnaire	Attached	Complete and submit via email	
7.	Appendix 2: Pricing Schedule		Complete, sign and submit via email	
8	Appendix 5: UKSPF Outputs, Outcomes Definitions and Evidence	Attached	Read	
9	Business Survey	Attached		
10	Draft Economic Profile	Attached		
11	Hackney Inclusive Economy Strategy (2019-2025)	https://hackney.gov.uk/inclusive-economy-strategy		
12	Hackney Strategic Plan	https://hackney.gov.uk/strategic-plan		

Appendix 4: Supplier Contact Details

The following business support providers attended the Information Session held on Wednesday 21st June and gave permission for us to share their contact details. This is not an exhaustive list of potential suppliers and potential consortium partners.

Supplier	contact email
Allia	Martin Clarke, Managing Director martin.clark@allia.org.uk Andrew Brisbin, Contract Manager (East London programmes) Andrew.Brisbin@allia.org.uk
Branduin	Elsa Caleb, Business Strategist elsa@branduin.co.uk
Better Futures+	Jane Mossman, jane.mossman@westlondon.com Marta Martinez, Project Coordinator marta.martinez@westlondon.com
Capital Enterprise	Darren Balcombe, Deputy CEO darren@capitalenterprise.org
East End Trades Guild	Henrietta Cyrille henrietta.c@eastendtradesguild.org.uk
East London Business Place	Glen Addis, Director glen.addis@elbp.co.uk
Enterprise Nation	Matt Williams matt@enterprisenation.com
Foundervine	Izzy Obeng, CEO izzy@foundervine.com Cecil Adjalo, COO cecil@foundervine.com Indie Gordon, Head of Programs and Community indie@goundervine.co.uk
Groundwork	Ben Coles Ben.Coles@groundwork.org.uk
Hackney Cooperative Developments	Anthonia Onigbode, Chief Operations & Financial Officer a.onigbode@hcd.coop Douglas Racionzer d.racionzer@hced.co.uk Bekele Teklu b.teklu@hcd.coop
Hackney Council for Voluntary Services	Tony Wong, CE tony.wong@hcvs.org.uk

Hive Collective	Nat Harrison, Business Coach hivecollectivelondon@gmail.com
Hustle and Heels	Jen Scott, Director jen.scott@hhll.co.uk
Locality	Dave Ahlquist David.ahlquist@locality.org.uk David Moynihan, Head of Services (South) David.Moynihan@locality.org.uk
Newable	Liam Hickey, Innovation & London Business Hub Team Manager liam.hickey@newable.co.uk
Notting Hill Genesis	Samantha Cheadle, Social & Economic Programme Manager (Woodberry Down) samantha.cheadle@nhg.org.uk
One Tech	Emma Obanye emma@capitalenterprise.org
PRD	Rosa Sulley rosa.sulley@prdemail.co.uk
Rebel Business School	Henry Nicholson, CEO henry@therebelschool.com
Renaisi	Natsayi Sithole N.Sithole@renaisi.com Ade Adebawale A.Adebawale@renaisi.com
Scaling-Up Coaches	Paul Piccirillo, Scaling-Up Coach paul@scalingup.co.uk
Social Founders (Social Impact Projects CIC)	Caroline Diehl caroline@socialfounder.org
Urban MBA	Kofi Oppong, Founder kofi@urbanmba.co.uk
YTKO	Neil Roach, Contracts Manager neil.roach@ytko.com