

# ReLondon

## Invitation to quote

for the provision of SME business advisory support to 21 SMEs

**Date Issued: 07/09/2021**

**Reference 21-22 - 9 BT Circular Pilot Business Advisors**

The business transformation programme is a business support programme placing London's small and medium businesses at the heart of the circular economy. It is jointly funded by the European Regional Development Fund and ReLondon.

## TABLE OF CONTENTS

1. OVERVIEW	3
2. BACKGROUND	3
3. THE BRIEF	3
4. OBJECTIVES	4
5. SCOPE OF WORK- ACTIVITIES	5
6. EXPECTED DELIVERABLES	7
7. BUDGET	7
8. QUOTES	7
9. EVALUATION	8
10. TIMESCALES	9
11. ACCEPTANCE OF QUOTES	9
12. PERIOD FOR WHICH QUOTES SHALL REMAIN VALID	9
13. SUBMISSION DETAILS	9

## 1. Overview

This invitation to quote is issued by ReLondon (trading name of the London Waste and Recycling Board, LWARB) on behalf of the business transformation programme and is seeking the delivery of 1-2-1 circular economy consultancy support for SMEs conducting pilot projects over the period Oct 2021 - Mar 2022. The business transformation programme is jointly funded by the European Regional Development Fund (ERDF) and ReLondon (Project code ERDF 23R15S003871).

## 2. Background

The goal of ReLondon's [business transformation programme](#) is to help London's businesses (specifically, small and medium sized enterprises (SMEs)) transition to or scale up circular economy business models, giving them the resilience they need to thrive now and in the future. The programme started delivering direct support to SMEs from May 2017 with the programme due to run until December 2022.

The strategic objectives of the programme include:

- Directly supporting SMEs to develop new circular economy products and services.
- Building the productivity, competitiveness, and growth capacity of SMEs within priority sectors in London, through access to networks, sector specific workshops and specialist business support.
- Increasing the growth and competitiveness of SMEs in London through improved access to finance and markets.
- Supporting SMEs within priority sectors to strengthen supply chain relationships through new business models or higher quality products, processes or services.
- Assist priority sector SMEs to anticipate and respond to changing external factors related to the emergence of the Circular Economy, e.g. changes to regulatory regimes and new technological developments.

In addition, thanks to funding from the Mayor of London's Green New Deal fund, the business transformation team has been appointed to distribute £10,000 and £15,000 grants to London-based SMEs who need support in kickstarting a circular economy pilot as part of their recovery from the Covid-19 pandemic. In addition to the grant, successful applicants will receive support from the business transformation team to (a) ensure successful delivery of the pilot and (b) capture the commercial and environmental benefits of these initiatives, thus helping the programme make a case for circular business models.

## 3. The Brief

This brief is to inform the quotes for the provision of 1-2-1 and group advisory support to 21 SMEs as they deliver circular economy pilots, on behalf of and as part of the business transformation team. This will form part of the support accompanying the disbursement of £10,000 and £15,000 grants to SMEs, and it should strengthen the delivery of new circular economy initiatives by London-based SMEs. This support also facilitates ReLondon's capture of data about the commercial and environmental benefits achieved by each pilot, plus insight on how circular business models support London's ambitions around a green recovery from COVID-19.

#### 4. Objectives

A cohort of 33 London-registered businesses have applied for and been selected to receive either £10,000 or £15,000 grant funding to implement a circular pilot within their business over the period Sep 2021 - Mar 2022. All businesses are established, revenue generating businesses with a proven business model who are looking to introduce a new circular process or product that can drive green growth in London. More information about the grant programme and eligibility criteria for applying can be found [at our website](#).

These businesses are each launching a pilot initiative that:

- Optimises resource use through [one of five circular business model advocated for by ReLondon](#) - all circular pilots will relate to one of these models;
- Has potential to grow the business, and contribute to job creation (directly or indirectly by contributing to growth);
- Creates a positive environmental impact in London (e.g. waste reduction, greenhouse gas emissions reduction, etc.)

SMEs will come from a range of different industries. A selection of businesses will be new to the concept of the circular economy, whereas others will already have a circular business model but will be introducing new initiatives that further enhances their contribution to the circular economy.

SMEs receiving this grant funding will be provided with a programme of additional support from ReLondon over the period of Sep 2021 - Mar 2022, helping them go on a journey as they refine, implement, and measure the success of their pilot. The phases of support are as follows:

- A. Assess support needs - Oct
- B. Refine Pilot Design - Oct
- C. Baseline current state - Oct
- D. Delivery & troubleshoot pilot - Nov/Dec
- E. Calculate benefits - Jan
- F. Assess the business case - Feb/Mar

**We are looking for 2-3 individuals to support 21 SMEs over the period of Oct 2021 - Feb 2022 with a pre-defined programme of 1-2-1 and group advice.** Individuals may be from the same organisation or separate, individual contractors.

This programme of support has been designed by ReLondon to create a common experience & journey for participating SMEs. Each SME will receive the same programme of support, even though in practice each SME pilot has a different scope and is being delivered to differing timescales. We are looking for contractors to expand our team's capacity and capability and operate as part of our team of business advisors, delivering insight and advice to SMEs as they roll-out their pilots.

The objective of the provided support is to:

1. Generate insights and case studies about whether/how circular business models contribute to the green recovery;
2. Increase the chance that businesses will choose to adopt circular business models after the pilot;

3. Increase the likelihood that SMEs meet the targets and answer the hypotheses they have defined for their pilots; and,
4. Contribute to our funding programme targets (i.e. no less than 12h of support per SME; contribute to the launch of new circular products and processes; and contribute to the safeguard and creation of new jobs)

Although each pilot will be different in its objectives and expected benefits, the role of the contractors and business advisors delivering the support will be to translate these into standardised outputs/metrics for ReLondon - leaning on input from the SME. The contractor and business advisor will also be responsible for generating group-level insights and comparisons between pilots for the SMEs which they have worked with.

Please note that in addition to this brief we are separately contracting for another piece of work (delivery of 3 workshops) to be delivered in parallel to this support as part of the same programme.

## **5. Scope of work- Activities**

We are looking for individual(s) to help us support 21 of the 33 selected businesses alongside the business transformation team's internal advisors. We will accept proposals from individuals to support a subset of the 21 SMEs; as well as joint proposals to support all 21 SMEs from multiple contractors bringing together relevant and complementary skills to deliver this project.

Appointed individuals will provide guidance and recommendations to SMEs in the delivery of their circular pilots. The aptitudes we are looking for include but are not limited to the ability to guide businesses in implementing pilot best practice (e.g. defining SMART hypotheses, structured problem solving, baselining forecasting & measuring impact); the ability to facilitate group conversations and knowledge sharing; and a strong understanding of the circular economy and how it applies to business models.

We estimate that the total effort to deliver this support across 21 SMEs (including admin/project management time and liaising with other advisors) will total ~300h of support over the period Oct 2021 - Mar 2022 (c. 15h of effort per SME).

Given the volume of SMEs and the timeframe of delivery, we would expect this support to be delivered by 2-3 different individuals, with each individual responsible for supporting at least 3 and no more than 11 businesses.

The support over this period will include the following activities, and we have provided an estimate of effort:

*Oct 2021:*

1. Baselining calls (1.5h per SME)  
*Capture the baseline commercial/environmental position of the SME pre-pilot against which to compare pilot results. These will be captured in a standardised template supplied by ReLondon to allow for comparisons across projects.*

*Nov-Dec 2021:*

2. 1-2-1 Mentoring Calls (1h per SME)  
*Offer on-the-go support/resources and check on progress, as needed by the SME.*

3. Group Peer Mentoring Workshop (1h group session, capped at 7 SMEs/session)  
*Facilitate a session for group-problem solving between SMEs, to encourage them to learn from each other on the delivery of a circular pilot. Depending on the number of SMEs supported, this may require multiple sessions. Expected to lead on sessions for own SMEs + attend min. 1 other session led by another business advisor. Opportunity for the selected contractor to influence the design of these sessions.*

Jan-Feb 2022

4. 1-2-1 Mentoring Calls (1h per SME)  
*Same as above.*
5. Close-out calls (0.5h per SME)  
*Confirm decisions & next steps off the back of the pilot.*

Throughout

6. Business Advisor debriefs (3x 1h group sessions)  
*Internal sessions with ReLondon to share learning and help each other identify relevant resources to better support SMEs.*
7. Pilot evaluation, case studies and insight report (7.5h per SME)  
*Compose and sign-off a pilot case study (template supplied by ReLondon) with the SME, for potential publication/sharing with our funders. Compile group-level insights across the SMEs about which circular business models support resilience and growth.*
8. Project management and liaison with ReLondon  
*Regular check-ins with ReLondon (minimum monthly) and completion of support log timesheeting & other reporting.*

Calls and progress updates can be delivered remotely. Group-based support should be delivered in-person at a Central London location (subject to any restrictions on social gatherings). ReLondon offices (located in The White Collar Factory near Old Street) can be made available for in-person meetings with SMEs relevant to the delivery of this support, within reason.

The selected provider will be responsible for all logistical elements of SME 1-2-1 sessions and group workshops for which they are responsible (i.e. flipcharts and projector, scheduling with participants, tracking attendance at group workshops, liaising in the run up to meetings and events).

We expect the contractor to deliver all support by 1<sup>st</sup> March 2022. All SME support should be recorded in the support logs (timesheets) provided by the ReLondon team.

**Total estimated hours of support for 21 SMEs over Oct-Mar (including preparation time): ~300h**

Stage	Session	Delivery month	Effort Multiplier
Assess support needs	Business Advisor Debrief (1h)	Oct 2021	--
Baseline current state	Baselining call (1.5h)		x21 SMEs
Delivery & troubleshooting	1-2-1 Mentoring (1h)	Nov – Dec 2021	x21 SMEs
	Group Peer Mentoring (1h)		Multiple sessions, 3-7 SMEs per session
	Business Advisor Debrief (1h)		--

Calculate Benefits	1-2-1 Mentoring (1h)	Jan 2022	x21 SMEs
	Business Advisor Debrief (1h)		--
Assess business case & next steps	Close-out call (0.5h)	Feb 2022	x21 SMEs
	Pilot evaluation & case studies (7.5h)		x21 SMEs
Admin & project management	Timesheet, engagement with ReLondon (min. monthly), insight report	Throughout	--

## 6. Expected Deliverables

- 21 Completed Pilot Summary Templates (1 per SME): produced with the SME, describing the refined aims and objectives by the pilot - template supplied by ReLondon.
- 21 Completed Impact Report Templates (1 per SME): produced with the SME, capturing the baseline and benefits generated by the pilot - template supplied by ReLondon.
- 21 Completed Case Study Templates (1 per SME): signed off by the SME, summarising the intended objectives of the pilot and resulting outcomes - for reporting to our funders and potential publication by ReLondon.
- 21 Completed Support Logs (1 per SME): capturing the total time spend supporting each SME through 1-2-1 or group work, either desk-based or in-person/call.
- 1-3 Insight Reports (max. 4 pages): capturing the learnings and insights about the delivery of pilots represented by the contractor's group(s) of SMEs.

## 7. Budget

Our total budget for the support of 21 SMEs is £20,000 to £24,000 + VAT.

This is equivalent to roughly £950 to £1,140 + VAT per SME.

## 8. Quotes

We may choose to award contracts for multiple different individual contractors, or for a single quote combining multiple contractors. Each individual should support at least 3 and no more than 11 businesses.

Proposals to support a subset of the SMEs should clearly state the number of SMEs to be supported. Please provide total and per-SME cost in your proposal.

The quotes should include two sections including, but not exclusively, the following:

### *Technical Approach*

- a. Demonstrate your experience of coaching, advising and supporting business transformation and/or pilot delivery in the context of sustainability and the circular economy, ideally for an SME audience.
- b. Describe your approach to supporting the business transformation team with respect to the Scope of work described above (e.g. ability to flexibly adopt pre-existing methodologies; ability to integrate and collaborate with ReLondon internal advisors; ability to deliver both in-person and remotely incl. online and physical resources available to deliver).

- c. Describe the inputs you will require from the business transformation team prior and during the assignment.
- d. The CVs of the team you will involve in the process of delivery.

*Financial Proposal*

Quotes should be submitted in British pounds (£) and should include daily fees, any reimbursable transportation expense and VAT.

An example table to complete is provided below.

Session	Total Effort (hours)	Total Effort Costs (GBP)	Total other Costs (GBP) <i>e.g. Travel, Materials</i>	Total Combined Cost (GBP)
1-2-1 SME support (baselining, mentoring & close-out calls)				
Group SME support (peer mentoring)				
Business Advisor Debriefs (3x)				
Deliverables production (pilot summary, impact report, insight report)				
Admin, project management, regular check-in with ReLondon				

<b>Number of SMEs supported</b>	
<b>Number of individual contractors in quote</b>	

<b>Total Cost (excl. VAT)</b>	£
<b>Total Cost (incl. VAT)</b>	£

<b>Per SME Cost (excl. VAT)</b>	£
<b>Per SME Cost (incl. VAT)</b>	£

## 9. Evaluation

ReLondon must be satisfied that each potential contractor has the appropriate capabilities and resources available to undertake the work to our requirements and provide the necessary services. The process we use to select contractors is a competitive one. Your quotes will be evaluated by us against the following criteria:

Evaluation criteria	Weighting
Total price per SME supported	30%
Quality of proposal approach and ability to deliver	30%
Authority of allocated personnel, their skills and technical capability	40%

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

## 10. Timescales

- Invitation to quote issued 7<sup>th</sup> September 2021
- Deadline for questions 14<sup>th</sup> September 2021
- Deadline for return of quotes 21<sup>st</sup> September 2021 (5pm UK time)
- Award of contract 24<sup>th</sup> September 2021
- Commencement of activities 1<sup>st</sup> October 2021
- Completion of activities 31<sup>st</sup> Mar 2022

## 11. Acceptance of quotes

In issuing this invitation to quote, ReLondon is not bound to accept the lowest or any price and reserves the right to accept the whole or any specified part unless the bidder expressly stipulates otherwise.

ReLondon will not enter discussion with non-selected potential suppliers or justify its decision. Potential suppliers are deemed to have accepted these conditions by the act of submitting their quote. The selected preferred supplier cannot assume they have been granted the contract until a formal contract is signed.

## 12. Period for which quotes shall remain valid

Unless otherwise stipulated by the bidder, quotes shall remain valid for 60 days from the closing date.

## 13. Submission Details

Questions should be submitted by email address to the Business Transformation Manager, Lamia Sbiti (lamia.sbiti@relondon.gov.uk). Responses to questions will be circulated to all companies invited to quote by 15<sup>th</sup> September.

Quotes must be submitted by email to Sarah Beaton (business@relondon.gov.uk) by 5.00pm (UK time) on 21<sup>st</sup> September 2021 with the reference "ReLondon request for quotes: 21-22 - 9"