

Invitation to Tender

## Enterprise Hub: Learning Partner Invitation to Tender

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### SUMMARY

Impact on Urban Health, Trampoline NH CIC, and Southwark Council are seeking a learning partner with the appropriate expertise to support us to learn about the impact, business model and potential of a new Enterprise Hub based in Elephant & Castle (E&C), London. The Enterprise Hub (TEH) is a multi-stakeholder initiative that will provide affordable co-working space for early-stage entrepreneurs from minoritised and underserved communities. The learning partner will be a key contributor to this collaboration, supporting us to assess if and how TEH contributes to improved outcomes for entrepreneurs, the local economy, and the E&C town centre; to better understand the strengths and requirements of its business model; and to understand what additional entrepreneurship support would be beneficial. Findings will contribute to process learnings and improvements and will provide insights on the potential for sustainability and replication.

We would love to hear from you if you share our interest in supporting underserved entrepreneurs to thrive and in learning about the role SMEs play in a healthy local economy that contributes to individual and community wealth creation. We are seeking a learning partner with expertise in social business models, mixed-methods evaluation, facilitation and co-ordination across diverse stakeholder groups, and ideally with experience of evaluating community-level programmes.

Please apply by submitting a short application of 10 pages maximum in 12 pt. font (including any visuals and budget, excluding CVs) to [FinancialFoundations@urbanhealth.org.uk](mailto:FinancialFoundations@urbanhealth.org.uk) by **May 9th at 5PM**. We welcome questions about TEH or the tender prior to the application deadline and have provided the key contact person at the end of this document. Please ensure any queries are submitted by May 7<sup>th</sup> at midday to ensure the team can respond to your queries in good time.

### BACKGROUND

#### About The Enterprise Hub

TEH is a novel, multi-stakeholder collaborative effort that aims to provide affordable facilities and co-working space for aspiring entrepreneurs from underserved communities in South London. Led by Trampoline NH CIC and supported by Southwark Council and Impact on



Urban Health, it is a unique model that seeks to improve equity in entrepreneurship to improve the financial security of its members and support local business development in a thriving town centre. TEH's offering and membership model have been designed based on existing research and a needs assessment conducted by Trampoline NH CIC. TEH will employ an affordable membership model that is revenue generating and will offer wraparound business support to TEH members. We estimate TEH to support approximately 100 members per annum. TEH will be based in Elephant and Castle and is planned to open in late Summer 2025, with secured funding for three years. TEH will offer co-working space, a 'fabrication lab' offering manual and digital fabrication facilities, a recording studio, a commercial dark kitchen in a nearby premises, and will hold periodic makers markets where TEH members can sell and/or showcase their products and services. Southwark Council is partnering with Trampoline and Impact on Urban Health through a capital grant to support the establishment and fit-out of TEH in Elephant & Castle. The activities to be delivered out of TEH strongly align with the Council's own ambitions for the E&C town centre, social entrepreneurialism and small businesses, an emerging affordable workspace strategy, and the local economy.

## **About Trampoline NH CIC**

[We are Trampoline NH CIC](#), a social enterprise - established in 2016 - that supports community entrepreneurship, provides business incubation support, and promotes ethical leadership in SMEs, for people from underserved communities.

We offer business incubation support to aspiring, pre-start, start-up entrepreneurs and SMEs (from 0 to 24 months) with a viable business concept, to help them test their ideas, improve their business skills and acumen, identify and connect with their target markets, formalise their business operations, become efficient entrepreneurs, and understand and navigate the challenges of running a small business in uncertain times. We also enable our service users to develop an entrepreneurial mindset, become confident entrepreneurs, and ethical business leaders in their communities. Approximately 25% of our clients set out to run community-minded or socially motivated enterprises, including social enterprises, business-for-good, and tech-for-good.

Through offering a wide range of support services, we've enabled hundreds of small businesses and solo entrepreneurs to set up, develop and scale up sustainable enterprises. Our services include business skills development training on a variety of topics, business coaching and mentoring support, access to B2B networking events, access to B2C opportunities through our Makers' Market, as well as facilitating access to funding opportunities (whenever available). Activities are delivered either in-person or remotely, on a one-to-one basis or in group settings.

## About Southwark Council

Southwark Council has an ambitious plan to build a better future for our people and our place and securing a good life for everyone. This ambition is captured in detail by [Southwark 2030](#) – our plan, co-designed with residents, for delivering this ambition. One of the six goals of Southwark 2030 is for a strong and fair economy, where all residents benefit from the borough's economic growth and opportunities.

TEH will directly contribute to this goal by working with underserved entrepreneurs and delivering the support and investment they have been historically excluded from.

The Local Economy Team at Southwark Council are key partners of this project and already partner with Trampoline NH CIC for the delivery of the Southwark Pioneers Fund (SPF). The SPF is the council's flagship business support programme, which aims to ensure small businesses and social enterprises can thrive in the borough through access to support, expertise, networking and funding. Trampoline NH CIC is the delivery partner for the Start-up programme under the SPF, and they have been providing expert support and advice to local people to help them develop and launch their business idea. TEH, which will offer affordable workspace to many of the graduates of this support programme, is a natural extension of the SPF, and the essential next step for these emerging entrepreneurs.

A capital grant to establish TEH will be funded through the council's newly established Affordable Workspace Fund and the relationship for TEH will be managed by the council's Local Economy Team.

## About Impact on Urban Health

[Impact on Urban Health](#) is part of Guy's & St Thomas' Foundation, a charitable foundation based in South London. We address health inequalities by focusing on a few complex health issues that disproportionately impact people living in cities – [children's health and food](#), [financial foundations for adult health](#), [the health effects of air pollution](#), and [children's mental health](#). Most of this work is specifically focused on the boroughs of Lambeth and Southwark, but we share what we learn both nationally and internationally to influence urban health around the world.

The Enterprise Hub partnership is part of our Financial Foundations for Adult Health (FFAH) programme. The FFAH programme exists because health and wealth are intertwined. We know

that financial security and stability are important drivers of good health, and inequalities in health and wealth are stark in urban areas. We believe that it is possible to build the financial foundations for adult health in a way that is more equal, more just, and more generative. To lay the groundwork for **equitable financial futures**, we work with partners to improve economic opportunity by investing in community-based models for improving individual financial circumstances. Our aim is to strengthen the local infrastructure that equitably and sustainably builds local economic power and community wealth. You can read more about our strategy [here](#).

## ABOUT THE LEARNING PARTNERSHIP

### Overview

Trampoline NH CIC, Southwark Council, and Impact on Urban Health are invested in building a strong local economy with equitable opportunities for local SMEs and entrepreneurs to thrive. We know that aspiring entrepreneurs need affordable access to workspace, networks, and financing to build sustainable businesses. We have partnered on TEH because we believe it could be a key facet of the infrastructure that supports local entrepreneurship, particularly for minoritised and underserved communities. As a new initiative, we are keen to learn and evaluate how effective TEH is in contributing to these aims and vision, and what the potential for scaling and replication could be.

We have identified the following thematic areas that we want to learn about. These are presented as a starting point, as we expect the learning partner to first facilitate a process that enables core stakeholders to refine the key learning questions towards developing a learning framework and plan.

### Evaluating the Impact on and Experience of Entrepreneurs/Enterprise Hub Members

This thematic area is about **understanding and is evaluating the experiences and outcomes for TEH members to understand how effective TEH is** in supporting them and their businesses to develop. We expect the learning partner to use both qualitative and quantitative data collection tools and analysis to produce insights.

We expect the learning partner to periodically engage with core stakeholders and especially Trampoline NH CIC to share findings and support any process-based improvements, based on this data and insights.

We have identified the following ‘learning questions’ against this thematic area.

Learning question	Why we want to know
What are the needs and aspirations of local entrepreneurs from minoritised and underserved communities in Southwark and Lambeth?	To understand the extent to which the Hub is aligned with the needs and aspirations of current and potential members. To identify opportunities for the Hub to further meet the needs and aspirations of current and potential members
What are the experiences of people using the Hub?	To understand what works well and what doesn’t for Hub members, and opportunities for improvement
What happens as a result of individuals using the Hub?	To understand intended and unintended outcomes for individuals and their businesses as a result of using the Hub. These include but are not limited to: <ul style="list-style-type: none"> <li>• Soft-skill development</li> <li>• Business-skill development</li> <li>• Confidence</li> <li>• Capacity of TEH members to keep businesses afloat, business growth and impact on entrepreneurs’ financial situation</li> <li>• Routes to permanent workspace/retail space/kitchen space at a market rate</li> </ul>
What outcomes occur for the local economy and community as a result of individuals using the Hub?	To understand intended and unintended outcomes that occur within the local community, as a result of individuals in the community using the Hub. To better understand the ways in which the Hub contributes to placemaking and community wealth-building (if at all), within the context of regeneration and gentrification.
What additional financing and/or capital could the Hub provide to support its members?	To understand additional opportunities to provide financing/capital to increase the financial sustainability of members. To understand opportunities to bridge financing gaps by leveraging financial instruments or institutions that align with and contribute to community wealth building.

## Exploring Opportunities to Strengthen The Enterprise Hub’s Business Model

TEH has seed operational funding from Impact on Urban Health and will generate revenue primarily through membership and potentially via corporate sponsorship. As a new initiative that intends to safeguard affordable workspace for underserved entrepreneurs and establish routes to self-sustainability, we are keen to learn about TEH’s business model and what it needs to be successful.

Specifically, **we are looking for a learning partner who will be able to support Trampoline NH CIC to assess and reflect on the overall resourcing requirements and business model.** The learning partner would also be expected to document learnings, evidence and insights on the necessary components for strengthening the model’s capacity for self-sustainability and implications for replication and/or scaling. We are also interested in avenues for future

iterations of TEH to be community-owned and contribute to community wealth building aims and would welcome a learning partner to support Trampoline NH CIC, Southwark Council, and Impact on Urban Health to better understand this opportunity space.

We imagine this would consist of facilitating regular reflection to review insights from assessing the current business model and from additional scoping exercises with Trampoline NH CIC and all core stakeholders, where relevant.

We have identified the following ‘learning questions’ against this thematic area.

Learning question	Why we want to know
What are the resourcing requirements for the Hub model? What are the enablers and barriers to sustainable revenue generation?	To understand resourcing requirements for the Hub model, including the role of income generation vs. grant/capital contributions
What are the opportunities for the Hub to strengthen its business model?	To understand opportunities for TEH to strengthen its business model and make it more sustainable.
What are the opportunities for TEH to contribute to community wealth building through community asset ownership?	To explore opportunities for TEH to become a community owned asset.
What are the opportunities for scaling and replication of the Hub model?	To understand which aspects of the Hub model lend themselves to scaling and replication, (including why, how, in what circumstances).

## Opportunities to Further Support TEH Members

The third thematic area is supporting Trampoline NH CIC, Southwark Council, and Impact on Urban Health to better understand what additional financing and/or capital not provided by TEH would benefit its members. While some TEH members will have previously received small business grants and might avail of bursaries as part of TEH membership, follow-on financing will be a key success factor for business growth. To better understand this thematic area, we expect this would require both engaging with TEH members to document their needs, as well as a scoping exercise into the wider ecosystem of local enterprise financing. In addition to traditional enterprise financing opportunities, we welcome an exploratory and future-looking approach that enables Trampoline NH CIC, Southwark Council, and Impact on Urban Health to better understand how opportunities to bridge financing gaps could leverage financial instruments or institutions that align with and contribute to community wealth building.

We imagine this would consist of facilitating regular reflection to review insights from engaging with TEH members and from additional scoping exercises with all core stakeholders, where relevant.

We have identified the following ‘learning question’ against this thematic area.

Learning question	Why we want to know
What additional financing and/or capital could the Hub provide to support its members?	<p>To understand additional opportunities to provide financing/capital to increase the financial sustainability of members.</p> <p>To understand opportunities to bridge financing gaps, in general and in particular by leveraging financial instruments or institutions that align with and contribute to community wealth building.</p>

## What we will do with the learning

This learning partnership should support the analysis and documentation of insights across all thematic learning areas and enable real-time improvements for TEH’s offering and business model and suggest other mechanisms through which we can support entrepreneurs. We also want to be able to translate these insights into a business case for TEH through which we evidence if, why, and how TEH could be replicated and/or scaled in Southwark and other areas.

## Expected participants and audiences for our learning

We are eager to engage and share learning from this partnership with key internal stakeholders at each of the respective organisations involved with the delivery and funding of TEH as well as interested external groups.

### ***Engaging with Trampoline NH CIC, Southwark Council and Impact on Urban Health to develop and deliver learning plan***

- **Trampoline NH CIC:** As the delivery lead, Trampoline will be the primary learning participant. To assess TEH’s impact, processes and operations, the learning partner will engage with staff and an Advisory Board that will comprise service users, tutors, and Trampoline NH’s Head of Programmes. As the main platform for assessing effectiveness of services and responsiveness to clients, we expect the learning partner to engage significantly with the Advisory Board to collect data and facilitate rapid process



learnings. We are also currently recruiting a new Board of Directors who will participate alongside the Executive Director to assess TEH's business model and who will take a keen interest and active role in the learning process. This will enable us to shape our strategic direction for the next three to five years, with particular interest to the sustainability, scalability, and/or replicability of the business model. Findings from this learning process will also provide key insights on our service users' needs and how we can continue to address them.

- **Southwark Council:** Council officers in the Local Economy Team will take an active role in engaging with the learning process, providing insights and feedback, especially in relation to the local economy and the impact of capital funding on entrepreneurialism and the sustainability of small local businesses. The council will use the learnings from this process, with particular regard to the impact of TEH and any recommendations on the most effective business model, to inform future strategies and investment opportunities. Through the establishment of the new Affordable Workspace Strategy and Fund, the council is interested in backing future iterations of TEH and using it as a test-case for other models across the borough.
- **Impact on Urban Health:** Portfolio Managers and Programme Officers directly involved with TEH will contribute to the development of the initial learning framework and plan and will take an active role in engaging with the learning process. The Impact on Urban Health team will be one of the key audiences for understanding the on-going financing and support requirements for TEH members, the opportunities for replication and/or scaling, and for community ownership. Impact on Urban Health is interested in how the learnings generated through this partnership can support it to identify complementary investments that support financial outcomes for local entrepreneurs and businesses.

***Engaging with main stakeholders to identify additional audiences within their organisations and the wider ecosystem who would benefit from and could be influenced by the learnings generated***

- **External Audiences:** We expect these would include other local authorities and the Greater London Authority, as well as other enterprise support service providers and philanthropic institutions with an interest in supporting inclusive and equitable local economic development and community wealth building. We would welcome the learning partner to support the core stakeholder team to map potential audiences and determine how to tailor insights to each group.



## Expected tasks and deliverables from the learning partnership

We will take a collaborative approach to this learning partnership and expect the right learning partner to shape the processes that will best produce the learning, evidence and insights we seek. At the outset, all stakeholders will work with the learning partner to co-design the learning framework and implementation plan, including specific approaches, activities, and outputs. At a minimum, we anticipate the following tasks and deliverables to explore and generate insights against the learning questions outlined above.

### Tasks

1. **In the first quarter, facilitate all stakeholders to refine learning questions and agree on a learning framework and implementation plan.** We expect the learning framework and plan to include both quantitative and qualitative data collection tools and analysis, as well as consistent touchpoints with all stakeholders to share learnings and facilitate process improvements. Please see the budget and time section below for more details on the project timeline and expected learning partnership length.
2. **Collect and analyse data and facilitate all stakeholders to review findings and insights** to contribute to process-based improvements for TEH's support offering and membership model.
3. **Engage closely with Trampoline NH CIC** to analyse TEH's business model, and with **all stakeholders** to identify opportunities for scaling and/or replication, and the opportunity for future iterations to be community-owned.
4. **Conduct scoping into the opportunity space** for additional financing and capital support requirements for TEH members, document insights, and facilitate learning sessions with core stakeholders against these findings.
5. **Draft and produce periodic reporting and a final report.** We expect a learning partner to work with core stakeholders to agree reporting structures and key points, data visualisations, etc., before producing final outputs. We also expect a learning partner to help identify key audiences for this learning during the co-design phase. Final reports should comprise comprehensive internal reports as well as accompanying shorter reports for external audiences.

### Deliverables

1. Learning Framework and Implementation Plan.

2. Bi-annual interim reports capturing relevant quantitative and qualitative data and insights.
3. Facilitation of quarterly reflection sessions for all stakeholders.
4. Final Report capturing detailed evidence and insights and an accompanying brief for external audiences.

## WHO WE WANT TO PARTNER WITH

**This is an ambition invitation to tender, and with that in mind we welcome consortia applications that break up the exploration of the key thematic areas by respective areas of expertise.** We welcome applications from freelancers, educational institutions, organisations, and/or consortia applicants based and registered in the UK. To successfully lead this learning partnership and help us achieve the above-mentioned tasks and deliverables, the learning partner must be able to demonstrate the following knowledge and skills:

1. Expert knowledge in some of the following areas: enterprise support for underserved entrepreneurs, equitable economic development and policy, placemaking strategies, community wealth building, systems change, and social business models and financing requirements as well as the enterprise funding landscape.
2. Advanced research skills, including being able to collect, analyse, synthesise, and present both quantitative and qualitative information and learning from diverse participants and for a range of audiences. We are keen to ensure that participating in the data collection activities is not an extractive process for TEH members and expect the learning partner to be able to mitigate for engagement-fatigue.
3. Expert facilitation skills to lead and coach diverse teams through iterative reflections, deliberations, and actionable decision-making.
4. Expert knowledge and prior experience of using rapid evaluation (RE) approaches to drive internal process and practice improvement. We particularly welcome experience in using an empowerment approach alongside RE approaches to ensure that internal groups can be meaningfully involved and have what they need to drive their own learning and improvement.
5. Expert skills in research or science communication, or research storytelling to creatively disseminate learning to our different participant and audience groups.

6. Expert project leadership skills, particularly in managing multistakeholder learning partnerships.

We also require a learning partner who demonstrates:

1. Commitment to equitable and inclusive learning, research, and evaluation practices.
2. Ability to work creatively and flexibly, responding to issues quickly and adjusting plans and approaches as needed.

## BUDGET AND TIME

The total budget for this learning partnership is £100,000, including expenses and VAT. The duration of the learning partnership is 45 months. This accounts for a learning partner's involvement throughout the three-year project period, as well as six months of follow-up with TEH members and a final three months for writing the final report. We expect the learning partnership to begin in June/July 2025 following the appointment of the successful learning partner.

## HOW TO APPLY

Interested candidates with the requisite skills and experience can submit an application of 10 pages maximum in 12 pt. font (including any visuals, timeline charts and budget tables and excluding biographies/CVs) by email to [FinancialFoundations@urbanhealth.org.uk](mailto:FinancialFoundations@urbanhealth.org.uk) by **May 9th at 5PM**.

Your application must include the following:

1. A written statement that proposes how you would approach designing and leading the learning partnership to explore our thematic learning areas and provide meaningful insights against the learning questions. This should include the key features of your approach, including methodologies, suggested data collection and analysis tools, activities, additional deliverables if any, indicative timelines, and a statement of how you adhere to ethical principles and governance. Please also share any questions for consideration or potential risks that you have identified and would like to discuss further with the core stakeholder team.
2. An overview of the relevant knowledge, skills, and personal attributes which you/your team possess.
3. A short, written summary providing details of two different initiatives or projects you/your team have been directly involved in that showcase your previous experience in the key

areas outlined in the ‘who we want to partner with’ section. Details should describe your/your team’s role, the purpose or aim of each initiative/project and the major contributions you/your team personally made.

4. A CV or biography for you/each member of your team. CVs or biographies may be written in the application below 1 and 2 above, or attached as separate documents, or hyperlinked from your website under a “CVs and Biographies” heading in the application. Please also provide a brief overview of contingency measures for any staff changes throughout the work. These do not contribute to the page limit.
5. A simple budget (max £100,000 including VAT) outlining your/each team member’s day rate and the anticipated number of days and expenses you/your team might incur.

## AFTER YOU APPLY

Applications will be assessed by a team comprising representatives from each of the core stakeholders based on the following:

Shortlisting criteria	Weighting
<b>Demonstrated understanding of and experience in the aims and requirements for the learning partnership:</b> <ul style="list-style-type: none"> <li>Your understanding of the evidence base and opportunity space in enterprise support for underserved entrepreneurs, placemaking strategies and regeneration, equitable economic development and policy and community wealth building, systems change, and social business models and financing requirements as well as the enterprise funding landscape.</li> <li>Experience of leading similar multi-stakeholder learning partnerships, the outcomes of these partnerships for participants, and your role in achieving these outcomes.</li> <li>Experience and understanding of social business models and ability to support and coach partners to consider and make improvements towards improving TEH’s capacity for achieving self-sustainability.</li> <li>Experience of quantitative and qualitative data collection and analysis drawing on multiple data sources and ability to translate these into useable insights.</li> <li>Able to demonstrate the impact previous learning partnerships have had on supporting process changes and improvements.</li> <li>Experience in facilitation and supporting diverse stakeholders to reflect and learn collaboratively.</li> <li>Experience in scoping into new and experimental or exploratory areas and supporting partners to reflect on how to make use of these learnings.</li> <li>Project management</li> </ul>	40%
<b>Quality and relevance of proposed learning partnership approach, which should include:</b> <ol style="list-style-type: none"> <li>An overview of how you would co-design and deliver the learning partnership including</li> </ol>	30%

<p>your outline methodology;</p> <p>b. suggested data collection and analysis tools, how you will engage participants in a manner that is non-extractive and does not lead to engagement-fatigue, and how you will support core stakeholders to engage with insights generated;</p> <p>c. how you will conduct additional scoping and research into a) community ownership opportunities and b) follow-on financing/capital requirements for TEH members, and how these findings will be integrated into the learning approach;</p> <p>d. how you will support Trampoline NH to learn about TEH's business model requirements;</p> <p>e. indicative timeline;</p> <p>f. questions for consideration, based on your understanding of the brief, as well as risks and potential mitigation;</p> <p>g. ethics statement.</p>	
<b>Expertise and experience of the delivery team</b> matches the scope of work.	20%
<b>Affordability</b> and alignment of day rates with level of experience and expertise offered.	10%

We will invite up to **four** preferred candidates to meet with a panel of the core stakeholders for an online discussion lasting up to one hour. This discussion will focus on unpacking details and proposals from candidates' applications and creating space for candidates and the panel to start getting to know each other. At the end of the discussion, we will ask for the names and contact details of two references who candidates have worked with previously.

We expect application screening and shortlisting to take place between May 13<sup>th</sup> – May 21<sup>st</sup> with shortlisted candidates informed by May 21<sup>st</sup>. Please note that we may not be able to provide candidates who are not shortlisted with comprehensive feedback.

Online discussions will be held on one of the following dates:

- May 27<sup>th</sup> at 11AM
- May 27<sup>th</sup> at 12.30PM
- May 28<sup>th</sup> at 11AM
- May 29<sup>th</sup> at 11AM
- If you are **unable** to make any of these times, please let us know **when you submit your application** though you should be aware that we might not be able to make accommodations outside of these times.

We expect to decide on a learning partner by May 29<sup>th</sup> and will share decisions soon afterwards.



## FOR MORE INFORMATION

If you have any questions about this brief before applying, please email Alisha Mulhall on [alisha.mulhall@urbanhealth.org.uk](mailto:alisha.mulhall@urbanhealth.org.uk) by **May 7<sup>th</sup> at midday** so we can reply in advance of the application deadline. Thanks for your interest!