

### The future of the community business sector - is there a Power to Change post 2022?

We believe the aims of this work will be best achieved by adopting a collaborative approach, and are encouraging interested bidders to develop consortium proposals that bring together the experiences, skills and expertise of different organisations to strengthen their bid. To support this, and in the interests of transparency, we will be maintaining and publishing the list of organisations and their area of expertise that have registered their interest in undertaking this work during the tender process, here on our [website](#).

Bidders are encouraged to review and utilise the list as a means of facilitating the potential submission of collaborative proposals. Bidders may equally choose to submit proposals individually, or as a consortium led proposal working with individuals and/or organisations not on this list.

### The deadline for the submission of bids has been extended to 9am Friday 27 April 2018

#### A: List of interested bidders & background:

No.	Contact name & Email address	Background
1	Simon Borkin Co-operatives UK <a href="mailto:simon.borkin@uk.coop">simon.borkin@uk.coop</a>	<p>Co-operatives UK has worked closely with Power to Change from its outset, recognising that the co-operative model is a powerful and valuable structure for community businesses. In particular, we have worked with the Trust to develop the pioneering Community Shares Booster Programme which is supporting community enterprises through matched share investments. Beyond this, we are involved in a key element of their place-based work through leading on the Empowering Places programme.</p> <p>We'd be interested in joining a consortia for this work - but as a partner rather than a lead. We'd be well placed to input into the options appraisal work packages, drawing on our experience and expertise of the sector.</p>
2	Lyn Cole <a href="mailto:lyn@lyncole.org.uk">lyn@lyncole.org.uk</a>	<p>I am an independent management consultant and leadership coach providing customised services to help individuals and organisations, to achieve overall business and personal success.</p> <p>I was England Director at the Big Lottery Fund (BLF) until February 2017. In that role, I led on the design and operationalisation of strategies underpinning over 20 programmes/investments including Power to Change. This involved a thorough analysis of the community business sector through stakeholder roundtables, small group, and one to one discussions, to fully understand the needs of the sector.</p> <p>My knowledge of community businesses dates back to 2007 when I was Senior Responsible Officer for the Community Assets programme, a £30m fund administered by BLF on behalf of the then Office for Civil Society. My role involved engagement with the voluntary sector, community businesses and the public sector to facilitate the transfer of assets to the voluntary sector.</p>

		<p>Between 2015 and 2017, I co-led the development of the Big Lottery Fund's first Grantmaking enabling strategy which underpinned its People In the Lead vision. This work used a range of mechanisms to meaningfully co-design a new strategy to transform BLF's grantmaking to make it human, customer-focussed, connected and proportionate.</p> <p>Post the BLF, I have worked with several organisations including 6 Clinical Commissioning Groups, the St Giles Trust, the Amy Winehouse Foundation, Addaction, Third Sector Investment Consultancy, North East Leaders Network, Paul Hamlyn Foundation and the EY Foundation.</p> <p>I would love to work in partnership with others to produce options for the role, if any, that the Power to Change could play in ensuring that community business continue to thrive beyond 2022.</p>
3	<p>Jess Steele Jericho Road Solutions <a href="mailto:jess@jerichoroad.co.uk">jess@jerichoroad.co.uk</a></p>	<p>I've always wanted Power to Change to be more than a funder. With that name it needed to be good! As Director of Innovation for Locality I contributed to thinking at the start, and have been lucky to have served on the Community Business Panel since inception in 2015.</p> <p>I think that what I bring is a breadth of knowledge, understanding and most importantly first hand experience of establishing and running community businesses from childcare to publishing, including several focused on neighbourhood development and now the Heart of Hastings Community Land Trust. In Deptford (1992-2004) and Hastings (2004-date) I have nurtured full ecosystems of community businesses.</p> <p>I have lots of ideas about what Power to Change could do and be, what role it could play in a post-2022 world and how we might get there from here.</p> <p>I would love to lead but have almost no organisational capacity so will be very happy to contribute as long as I can be involved at the beginning, in the middle, and at the end, maybe 8-12 days in total.</p>
4	<p>Alison Seabrooke <a href="mailto:alison.seabrooke@interact.uk">alison.seabrooke@interact.uk</a></p>	<p>I am an independent consultant currently working on a portfolio of projects for public and civil society organisations, providing strategic and practical advice on community engagement, programme management and delivery, organisation and cultural change. Until 2016 I was the Chief Executive of the Community Development Foundation (CDF) and worked with Power to Change and a number of its national partners.</p> <p>I aim to relate national policy to local practice in my all of my roles. This is as a result of my own community business experience. Prior to CDF I led an ambitious community new-build project and set up several regulated and accredited community businesses within it. My 'double-sided' experience means that I can engage with the challenges and opportunities of community businesses, interrogate and understand detailed operational and governance activities and identify strategic issues and trends.</p> <p>I am not interested in leading a consortium, but would be interested in interviewing community businesses, writing up and summarising the results. Recent examples are:</p> <ul style="list-style-type: none"> <li>• BBC Children in Need - a review of grant-making and management processes as part of their impact review. Over four weeks interviewed staff and trustees from seven UK offices; I produced a full report and summary with recommendations for the board.</li> </ul>

		<ul style="list-style-type: none"> <li>NHS Sustainability and Transformation Plan (STP) - reviewed neighbourhood-led, non-clinical approaches to health and social care across rural and urban areas of a large shire; the report formed part of the final STP submission to NHS England.</li> </ul> <p>I have been a trustee of numerous not-for-private-profit organisations, including Locality and Local Trust and currently the corporate ASDA Foundation.</p>
5	<p>Steve Wyler</p> <p><a href="mailto:steve@wyler.demon.co.uk">steve@wyler.demon.co.uk</a></p>	<p>I am an independent social change consultant and writer with expertise in community business. I was recently commissioned by Power to Change to write a history of community business (In Our Hands, 2017). Currently, I am a consultant to the Forum for the Future inquiry into the future of community business, panel member of the Independent Inquiry into the future of civil society, co-convenor of the Better Way initiative, board member of Access Foundation for Social Investment, and Chair of Community Links.</p> <p>Previously I was CEO of the Development Trusts Association, later Locality, and also co-founder and vice Chair of Social Enterprise UK, co-founder of Adventure Capital Fund (now Social Investment Business) and advisor to the Social Investment Task Force.</p> <p>I have worked as a grant maker (Baring Foundation, Sainsbury Family Charitable Trusts, City Bridge Trust, Big Lottery Fund). I am experienced in strategic review and options appraisal (I was independent chair of a review of the government's Our Place programme, and co-Chair of DCLG Communities Partnership Board). I am also skilled in developing robust forward strategy through stakeholder engagement and constructive challenge, helping organisations see beyond institutional self-interest towards a bigger common good.</p> <p>I would like to partner with others to deliver this work, where it is clear that all partners can add value to the task, and would be open to a bid led by someone else or myself, preferably the former.</p>
6	<p>Caroline Macfarland Common Vision (CoVi)</p> <p><a href="mailto:caroline.macfarland@covi.org.uk">caroline.macfarland@covi.org.uk</a></p>	<p>Caroline Macfarland is director of Common Vision (CoVi), a not-for-profit think tank and public engagement consultancy. She previously worked with Power to Change in its set up stages and prior to that advised the Big Lottery Fund. She is a board member of the UK Cohousing Trust and has also provided strategic research and project consultancy for charitable funders, public sector bodies and national VCSE organisations including Home-Start UK, the Society of Chief Librarians, Nesta and the British Council.</p> <p>With experience of leading projects and supporting consortium-based approaches, Caroline and the wider Common Vision team are interested in working with others to formulate and present a joint proposal to Power to Change.</p>
7	<p>Bob Thust Practical Governance</p> <p><a href="mailto:bob@practicalgov.co.uk">bob@practicalgov.co.uk</a></p>	<p>We have extensive knowledge of Power to Change (PtC) since its inception, with one of our partners a founding Director of PtC and the other having been involved as an Community Business Fund assessor. Through Practical Governance we have worked directly with more than 10 community businesses in the past two years (and many more in previous years), have strong relationships with many more across geography and sector, and are also well connected with a wide range of national sector bodies and other PtC corporate and research partners.</p>

		<p>This gives us a deep connection to and understanding of the practical needs and challenges of individual community businesses, the community business sector as a whole and Power to Change's history and role within it without any direct dependence on PtC or the outcome of this work.</p> <p>Our specific expertise will be in programme/project management, and in facilitating co-design workshops and broad sector/ partner engagement. We would ideally be looking to work with others that can further augment our understanding of the market and our networks, and have deeper research, evaluation and impact expertise.</p> <p><a href="http://www.practicalgov.co.uk">www.practicalgov.co.uk</a></p>
8	<p>Neil Berry</p> <p><a href="mailto:neilberry121@gmail.com">neilberry121@gmail.com</a></p>	<p>I have worked in the field of Community Business for over 20 years, both as a practitioner for 8 years (led the growth of a successful community business in Sheffield, taking it from 12 employees to over 50 in my time as Chief Executive), and working for the national Community Enterprise Network (Development Trusts Association, latterly known as Locality) for a subsequent 12 years. At DTA/Locality I supported community businesses through many changes of government and policies, most recently through the difficult period of austerity and abandonment of place-based/regional regeneration. I held various positions at DTA/Locality at regional and national level, and from 2011-2017 was responsible for all enterprise development and support services, developing partnerships with many other sector bodies including Plunkett Foundation, SEUK, Social Investment Business, NAVCA and ACEVO amongst others.</p> <p>Since leaving Locality a year ago I have been freelancing, including delivering three pieces of consultancy work for Power to Change, one of which reviewed the organisation's relationship with wider infrastructure organisations and made recommendations for future partnerships and support to key anchor support bodies in order to underpin the legacy of Power to Change. I thus have a solid understanding of both the wider sector and the internal capacity and current direction of Power to Change.</p> <p>I am not looking to lead a consortium to tender for this work, partly as I have been so closely involved in the sector for so long and I feel that the work needs to be led by someone able to consider the future from a place of greater detachment, but I am keen to be involved in the work in an advisory capacity. I am a strategic thinker, have in-depth and first hand understanding of the history of community business over the past 20 years, and am well respected across the sector.</p>
9	<p>Caesar Gordon Business Launchpad</p> <p><a href="mailto:caesar@businesslaunchpad.org.uk">caesar@businesslaunchpad.org.uk</a></p>	<p>Business Launchpad is looking at developing a bid with Generation Change, O2 Think Big, Young UnLtd.</p> <p>Business Launchpad is dedicated to transforming young lives through enterprise in London and across the UK. In the last 30 years we have supported thousands of young people to set-up and run hundreds of businesses. We are proud of our success: 85% of the businesses started with our support are still trading after two years – that's well above the national average!</p> <p>Most of the young people we work with experience additional barriers to employment and enterprise. We work in partnership with young people to enable them to start their own business or move into employment or/and education</p>

		<p>and training. We aim to develop approaches that empower, support and encourage young people to become self-confident, have aspirations and fulfil their potential.</p> <p>We offer a range of support for up to 2 years in our bid to adjust to the needs of the individuals we serve. Our expertise are on developing youth led approaches and enabling leadership among young people. Our delivery team has years of experience with each member of staff specialising on different areas of business (e.g. social enterprise, fashion, high growth, youth participation, coaching, finance and food). As a London Living Wage provider, we pride ourselves on ever striving to embed young people along every level of our organisation as we test new approaches in creating a market for community business among young people.</p>
10	<p>Tim Davies-Pugh</p> <p><a href="mailto:tim@timdavies-pugh.com">tim@timdavies-pugh.com</a></p>	<p>I am an independent consultant supporting organisations to deliver change and impact. I have extensive experience working across the voluntary, public and social sectors having held senior/director level roles within Big Lottery Fund, Cabinet Office and Numbers for Good.</p> <p>I am currently working with Power to Change on their strategic approach to social investment and developing community businesses. I have previously supported them to develop their impact and management information reporting systems.</p> <p>At the Big Lottery Fund, I was responsible for developing social investment policy and shaping the social investment model in the UK, including the creation of the Access Foundation. I led the Lottery work on strategic programmes and its main grant making. At the Cabinet Office, I developed the Building Better Opportunities approach that enabled VCSE organisations to access EU funding. I have worked with a number of individual organisations to help increase their impact or to grow.</p> <p>I am a trustee of the Tyneside Cinema, UnLtd and Virgin Money Foundation and a Director of GLT Partners Ltd.</p> <p>I would like to collaborate with others, bringing my experience, skills and knowledge to help shape Power to Change's Post 2022 vision.</p>
11	<p>Dave Boyle</p> <p>The Community Shares Company</p> <p><a href="mailto:dave@communityshares.co.uk">dave@communityshares.co.uk</a></p>	<p>Our expertise is in working with community businesses at every stage of their development, from inception through to capital raising through to governance. We have worked with Power to Change since it's earliest days in a consultancy capacity, providing support on the community business definition, the IGP programme and latterly as an assessor on the Community Business Fund and provider via the Bright Ideas Programme. and the Community Shares Booster and Starter Fund, and have excellent connections with the various partners and grant recipients of Power to Change. We've seen how it has changed the sector and have an understanding of what opportunities (and challenges) exist to it continuing, but aren't directly interested in any specific outcomes.</p> <p>We'd be interested in working as part of a consortium, but not leading that consortium.</p>

12	<p>Kate Boswell / Matthew Mannix NPC</p> <p><a href="mailto:Katie.Boswell@thinknpc.org">Katie.Boswell@thinknpc.org</a>; <a href="mailto:Matthew.Mannix@thinknpc.org">Matthew.Mannix@thinknpc.org</a></p>	<p>We are very interested in undertaking this opportunity and believe we can offer the independent expert support Power to Change requires.</p> <p>NPC supported Power to Change to develop a strategy for its Research Institute, which gave us a good understanding of the organisation's goals, context, stakeholders, and ways of working. We're familiar with the community business sector but not embedded in it, which gives us a degree of independence.</p> <p>We'd also be keen to partner with others who bring specialist knowledge of the sector to complement our expertise in strategy development, grant-making and social investment, and managing large programmes such as the Impact Management Programme (funded by Access and Power to Change).</p>
13	<p>Nick Temple Social Investment Business</p> <p><a href="mailto:nick.temple@sibgroup.org.uk">nick.temple@sibgroup.org.uk</a></p>	<p>Social Investment Business has significant experience of grant and programme management, social investment, and, increasingly data and research. It has the longest and most substantial track record of social investment in community businesses, and has run support and readiness programmes supporting hundreds more. The organisation has a unique picture and understanding of the sector through direct investment, managing support programmes for others, and through the knowledge and data built up through this activity.</p> <p>Alongside work we have done with Power to Change to-date, SIB brings substantive knowledge and expertise in:</p> <ul style="list-style-type: none"> <li>- Working with multiple stakeholders on legacy projects</li> <li>- Planning and implementing strategies with endowments</li> <li>- Creating sustainable models for grant / investment funds</li> <li>- Building credibility with key partners (govt, Lottery etc)</li> </ul> <p>We work on a wide range of projects and would be very open to partnering with independent consultants or other organisations that can bring different perspectives and strengths to our own.</p>
14	<p>Anna Randle Collaborate CIC</p> <p><a href="mailto:anna@collaboratecic.com">anna@collaboratecic.com</a></p>	<p>We believe that Collaborate could bring an independent perspective to the questions being explored through this work, and also a collaborative approach to the process, working with a partnership of expert organisations and individuals. We are experts in strategy development, collaboration, place-based change, systems thinking and new routes to social outcomes.</p>
15	<p>Simon Lee, Principal Strategist Forum for the Future</p> <p><a href="mailto:s.lee@forumforthefuture.org">s.lee@forumforthefuture.org</a></p>	<p>Forum for the Future is an independent, international non-profit with a 20 year track record in driving sustainable development. We act as an expert catalyst; we combine futures and system innovation tools to identify areas of high change potential, and work on them with pioneers who are ready and willing to create new ways of doing things. We provide strategic insight and advice to partners across sectors, from the UN Global Compact to companies such as M&amp;S and Unilever.</p>

		<p>We are currently delivering 'The Future of Community Business' – a collaborative project, commissioned by Power to Change, to develop a bold vision by and for the sector in 2030. As part of this work, we are engaging a wide range of organisations and stakeholders to explore past, present and future changes in the sector; key trends driving those changes; and elicit visionary statements and actions for a thriving future for community business, including the role of infrastructure/support organisations such as Power to Change.</p> <p>We believe that we would be well-placed to build upon these insights by supporting Power to Change in considering its own future post-2022.</p>
16	<p>Dan Gregory Independent Advisor</p> <p><a href="mailto:dan@commoncapital.org.uk">dan@commoncapital.org.uk</a></p>	<p>Dan has worked for many years on policy and practice, funding and finance, charity and social enterprise. He was previously a civil servant in the Treasury and Cabinet Office and spends some of his time at Social Enterprise UK. He also works independently under the banner of Common Capital undertaking a mix of local, national and international work, including research, business support, writing, helping with funding and contracting bids and trying to help funding and finance work better in the social economy. Dan would be keen to support others with a bid.</p>

## B: Clarification questions

**Question:** At 2.3 (Timeline) it says 'End June 2018: Content available from Forum for the Future project (work package 3) and opportunity to attend a Team meeting' Does this mean you are expecting workpackages 1&2 to have been completed by end of June?

**Answer:** No, we would anticipate these workpackages being undertaken beyond June, our intention in referencing at 2.3 was more to give an indication of when content would be available from the Forum of the Future project.

**Question:** In setting out proposals for stakeholder engagement, do all the costs need to be within the (£50k) budget, or can bidders also propose solutions that require additional PTC fund/resources?

**Answer:** Our expectation is that proposals will be costed within the £50k. However, bidders may propose additional services/activity in support of the workpackages, and if these require additional costs to be met by PTC then the bidder would need to make this clear in the proposal and how it would add value to work.