



power to  
**change**

business in  
community  
hands

**Power to Change Procurement**

**Invitation To Tender**

**Discovery Research: Understanding  
community businesses' impact  
measurement needs**

**v1**

# Research Opportunity

You are invited by Power to Change to Tender for the above referenced services.

We are seeking proposals from providers for a piece of exploratory research that will build our understanding about the needs of community businesses in measuring their impact.

The contract is for a period from August 2022 until March 2023.

There is a maximum budget of £40,000 including VAT available for provision of the services.

We are seeking proposals from organisations (or networks/consortiums of organisations) with a proven track record in engaging with communities and a solid understanding of impact methodologies and their implementation in the sector.

## **Contract Value up to £40,000 (including VAT)**

**Tender release** 27.06.2022

**Deadline for Questions** 19.07.2022 at 17:00

**Deadline for Tender Response** 05.08.2022 at 17:00

**Identification of Preferred Bidder** 15.08.2022

**Contract Commencement** 22.08.2022

## 1.0 About Power to Change

**Power to Change** is the independent trust that supports community businesses in England. Community businesses are locally rooted, community-led, trade for community benefit and make life better for local people. The sector owns assets worth £870m and comprises 11,300 community businesses across England who employ more than 37,000 people<sup>1</sup>.

From pubs to libraries; shops to bakeries; swimming pools to solar farms; community businesses are creating great products and services, providing employment and training and transforming lives. Power to Change received an original endowment from the National Lottery Community Fund in 2015. Our 2021-26 [strategy](#) sets out our new vision and mission, and an important element of this is equipping community businesses with the capabilities to address some of society's biggest challenges.

[www.powertochange.org.uk](http://www.powertochange.org.uk) @peoplesbiz

## 2.0 Context

### 2.1 Background

Since 2015 Power to Change has made significant investments in research, evaluation, and data analysis to better understand whether community businesses improve places, and, if so, whether Power to Change has supported them to do so. The outcomes of these investments are evident in the supporting evidence we have provided on our impact to-date. The robust evidence base we have developed has shown why the community business model is vital to enabling communities across England to thrive.<sup>1</sup>

Through our [research and evaluation](#) we have enabled the sector to be clearer about its impact. Our research shows that community businesses provide high quality employment opportunities for local people, improve wellbeing, address the climate crisis, advance equality, and put communities in charge of their local areas.

In the 2021 Community Business Market survey<sup>2</sup>:

- 97% of community businesses said they increase community cohesion;
- 95% said they foster community pride and empowerment;
- 95% said they improve health and wellbeing and reduce social isolation;
- 77% said they increase employability; and
- 72% said that they improve their local environment.

**However, within this same survey community businesses were asked about what support they would find most beneficial, and measuring impact was the most frequently**

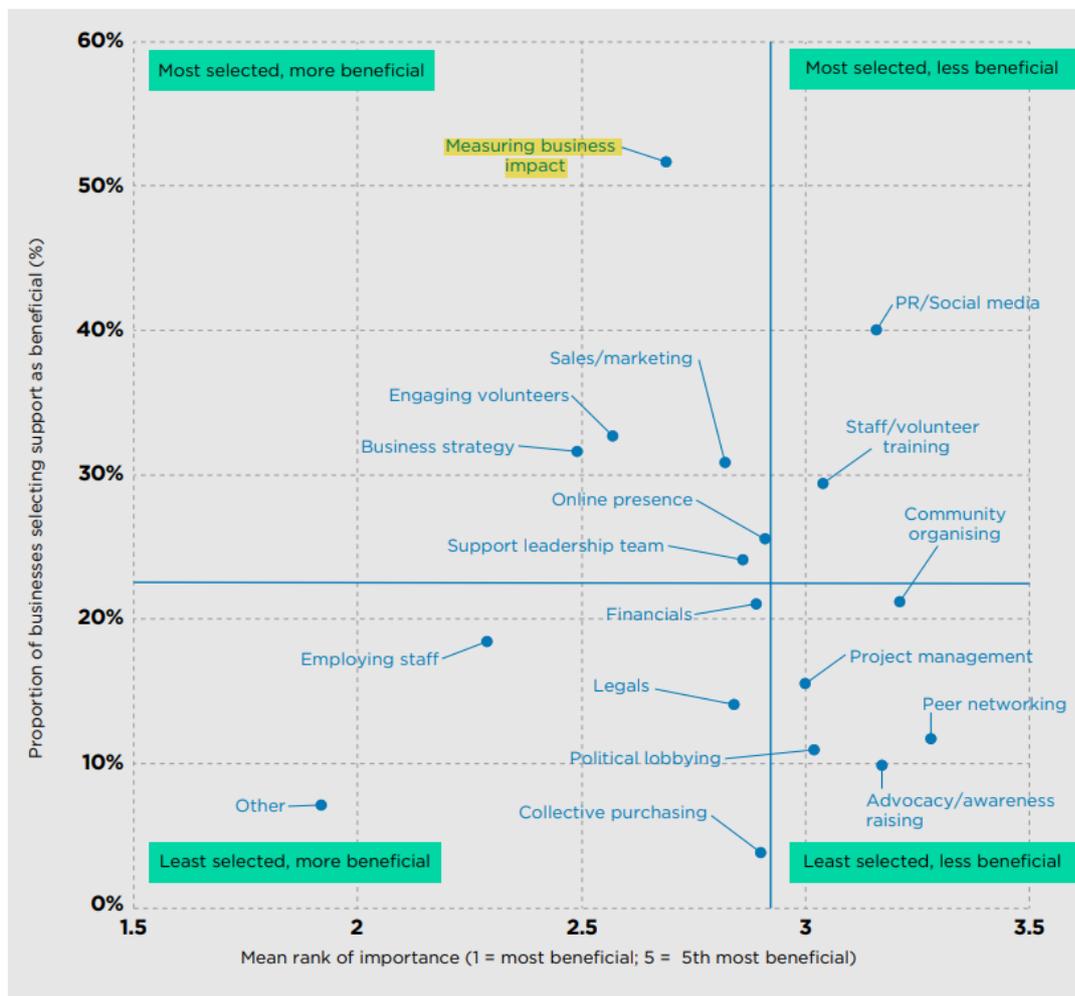
---

<sup>1</sup> Further information on our evidence base can be found in our [Impact Report](#), and within the Institute for Community Studies' [Repository](#)

<sup>2</sup> The Community Business Market in 2021, Higton et al. (CFE research)  
<https://icstudies.org.uk/sites/default/files/uploads/research/Community%20Business%20Market%20in%202021%20-%20Report.pdf>

**selected out of 18 options.**<sup>3</sup> In total, 52% of respondents (n=548) selected this option as one of their top five areas that they needed support with, a higher number than any other category:

Figure 12: The need for and relative benefit of different business support activities



Base: All operating businesses = 548

This is not a one-off; prior Community Business Market surveys also found that support with measuring impact was the most selected support requirement of community businesses. The results from this survey show that community businesses are confident in the impact they are having on their local areas, but need further support in order to evidence it.

However, this area is greater than simply measuring positive impact and sharing it with others. Community businesses also need to be able to articulate the areas they are trying to impact, and use any findings, including learnings, to continually improve the way in which they operate. Findings from a recent paper by Renaisi categorise this as:

1. **“Articulating** the impact they want to have or are having
2. **Measuring** the impact they have had

<sup>3</sup> Community businesses selected up to five categories in which they needed support and their relative benefit. For further detail see section 3.2, page 26/27 in The Community Business Market in 2021, Higton et al. (CFE research) <https://icstudies.org.uk/sites/default/files/uploads/research/Community%20Business%20Market%20in%202021%20-%20Report.pdf>

3. *Using evidence of impact to **learn and adapt** their community business.*<sup>4</sup>

From this research, we also know that community businesses struggle to represent complexity and contribution within their impact measurement, and attribute any change to their own activities. Our insight shows that we have more work to do in supporting community businesses to articulate, measure, and learn from their impact independently of formal evaluation funded by an external source. As a time-limited organisation, and in order to ensure the sustainability of the evidence base, we need to ensure that community businesses are equipped with the skills, capacity, and expertise to demonstrate their impact. To do this, we are interested in understanding the needs, opportunities, and existing resources (and their potential) within the sector in relation to impact measurement and evaluation.

This piece of discovery research will help Power to Change understand:

- What specific support needs community businesses have in relation to impact measurement, and the barriers they face;
- How these barriers can be removed and support needs can be addressed; and
- What strengths and existing resources exist within the sector in relation to impact measurement, and how these can be leveraged.

It will also:

- Consider and make recommendations about how Power to Change can best support community businesses to understand and measure their impact; and
- Review existing resources, and produce guidance and supporting resources if appropriate, for community businesses to measure their impact based on the insight captured.

The research links closely to ongoing other research and evaluation by Power to Change, and the provider should expect to work closely with other suppliers where relevant and as brokered by Power to Change.

## **2.2 Our Impact and Learning Priorities**

Power to Change's vision is that by 2025, more communities in England will run businesses that give them power to change what matters to them. They will create more resilient places that are better to live and work in for everyone. Our new associated [Theory of Change](#) demonstrates how our vision informs the work we do and is the change we want to see.

Our [values](#) underpin our Theory of Change. Our new Impact and Learning Plan has been generated from our Theory of Change, and all research and evaluation activity that we commission sits under this. The Impact and Learning Plan will be shared with the successful bidder.

---

<sup>4</sup> Understanding impact for community businesses - Challenges and good practices for community businesses and funders, Renaisi, 2022: <https://icstudies.org.uk/repository/understanding-impact-community-businesses-challenges-and-good-practices-community>

## 3.0 Details of Contract and Services

### 3.1 Services to be Provided

The successful bidder will provide the research activity set out within this Invitation to Tender.

### 3.2 Research Scope

This piece of discovery research will help Power to Change understand:

- What specific support needs community businesses have in relation to impact measurement, and the barriers they face;
- How these barriers can be removed and support needs can be addressed; and
- What strengths and existing resources exist within the sector in relation to impact measurement, and how these can be leveraged.

It will also:

- Consider and make recommendations about how Power to Change can best support community businesses to understand and measure their impact; and
- Review existing resources, and produce guidance and supporting resources if appropriate, for community businesses to measure their impact based on the insight captured.

The research will be delivered in two workstreams, as outlined below.

#### **Workstream one: investigating the issue**

The first workstream should review existing insight, and engage directly with community businesses and other stakeholders to understand the barriers, needs, strengths and opportunities within the sector. Power to Change has some existing, though limited, evidence on which the supplier can draw, which should be used to inform the fieldwork approach, but we envision that the bulk of this workstream will constitute direct fieldwork. Building on recent research by Renaisi as part of their evaluation of Bright Ideas, Community Business Fund, and Trade Up, we envision this discovery research looking at opportunities and needs across the following stages of the impact cycle within community businesses:

1. Articulating or defining the impact they want to have.
2. Robustly measuring, in a way that meets their own needs and enables them to demonstrate to others, the impact they are having on their local areas.
3. Using evidence of impact to learn and adapt the way in which they work.

We need to understand what the barriers are within each of these areas, and what we can do to address them. We also want to know what has been effective for community businesses in measuring, demonstrating, and using their impact, and how others can build on this. This may include reviewing existing resources or tools, and understanding their strengths and gaps. The intention behind this is that the research outputs will a) provide some useful insight and support to community businesses as well as b) highlighting gaps, support needs and recommendations to Power to Change. This workstream should result in recommendations for Power to Change and the wider sector, and inform the approach to be taken in workstream two. We anticipate workstream one will form the bulk of the work.

Power to Change can supply contact details for or make initial contact with community businesses and stakeholders to be consulted as part of the research.

### **Workstream two: sharing resources for community businesses**

Building on the insight captured in workstream one, the successful bidder will then work with Power to Change to consider the best way in which to compile or generate a resource for community businesses to measure their own impact. The intention behind this is that it will be fully grounded in the insight gathered through this research and directly from community businesses. We do not yet know what shape an output from this workstream may take, as it will depend on the findings in workstream one and should be led by the needs of community businesses. For example, it could include:

- The creation or recommendation of an existing library of resources for community businesses specifically targeted at impact measurement.
- A (possibly co-produced, where community businesses express an interest or desire in doing so) resource or guide for community businesses.

We know that there are resources that already exist that help the sector measure its impact, which are evidence-based and co-produced. As a result, we do not want to duplicate existing resources and what is produced as part of this workstream should be very much led by the findings from workstream one, rather than set out at the beginning. However, we are keen to ensure that an output that is useful to community businesses who have participated emerges directly from the research, whether this is a new resource, or one that collates or integrates into existing spaces.

We do not anticipate that activities delivered under this workstream will address all needs highlighted, as we know that not all support needs will be met in this way and this will be important for Power to Change and others in the sector to deliver in future.

### **3.3 Methodology and key considerations**

We anticipate that the methodology for this research will be primarily qualitative. We want to ensure that any fieldwork undertaken as part of this research does not place an undue burden on participants, and bidders should consider how their fieldwork can be delivered in a supportive and mutually beneficial manner. We are interested in approaches that utilise co-production or peer research, but only where there is demand from within the sector to take this approach. Power to Change is able to provide additional budget to be paid directly to community businesses for participation in fieldwork or co-production.<sup>5</sup>

It is crucial that this piece of work captures a wide and diverse range of perspectives. We are primarily interested in hearing directly from community businesses, but this is not a homogenous group and significant diversity exists within the sector. It will be important to ensure that a diverse range of perspectives can be captured and relayed within this research, so that findings are grounded in lived experience. Bidders should consider and outline how they will ensure a diverse range of experiences and perspectives are captured throughout the research process. Bidders should also ensure that all materials used and produced as part of this research are accessible to and useful for a wide range of audiences.

---

<sup>5</sup> £50 per hour (pro rata'd) or up to a maximum of £250 per day. This will be paid directly by Power to Change to community businesses.

### **3.4 Deliverables**

The intended audience for this project is Power to Change. However, we are committed to publishing findings and will share the results of the research publicly.

At a minimum we anticipate the following deliverables, but bidders are invited to propose approaches to sharing findings, and should consider how their outputs are accessible and engaging for intended audiences, and the format they may take:

- A report to Power to Change containing insight, findings, and recommendations
- At least 2 learning blogs to share findings
- At least one internal workshop to Power to Change staff to share findings
- A resource for community businesses based on the evidence captured, the format of which will be dependent on the insight that emerges from the research

We are keen to avoid long reports and lengthy documents. Bidders should consider how their outputs are accessible and engaging, and the format that outputs will be delivered in.

Power to Change is able to provide additional budget for design work where necessary and can take responsibility for this, but bidders should expect to engage with this process and consider how their outputs will facilitate engaging and alternative design across multimedia.

Bidders should expect to engage with Power to Change regularly throughout the research process.

### **3.5 Minimum Level of Experience**

Bidders should have a proven track record in engaging with communities and a good understanding of impact methodologies and their implementation in the sector. Bidders should have a strong understanding of the community business sector, and ideally experience in supporting community businesses or other similar organisations to implement impact measurement or evaluation approaches, though this is not a requirement. Bidders should be grounded in the community sector and able to engage with a range of audiences in accessible and engaging language. We welcome and encourage submissions from partnership approaches to ensure a diverse range of expertise and experience, and complementary skillsets.

We also expect bidders to be experienced in sharing findings in engaging formats that are accessible to a wide and diverse range of audiences and communities.

### **3.6 Duration, Fees and Payment of Invoices**

The duration of the contract will be for a maximum of 8 months.

Fees will be payable quarterly in arrears on the submission of an appropriate invoice.

### **3.7 Power to Change's Diversity Approach**

## Invitation To Tender

Power to Change is committed to the advancement of diversity, equity and inclusion. Power to Change seeks to be a genuinely fair and inclusive organisation by advancing equality and diversity through its supplier (procurement and contracting) policies and practices.

Power to Change believes diversity drives great outcomes through encouraging the different points of view that come from a diverse workforce. Power to Change believes that people from different backgrounds can bring fresh ideas, thinking and approaches which make the way we work more powerful, more innovative and effective.

Power to Change is therefore committed to working with a rich diversity of suppliers and to ensuring its suppliers and contractors advance diversity, equity and inclusion in the discharge of their duties.

## 4.0 Details of the Invitation to Tender Process and Requirements

### 4.1 Proposals

Proposals from prospective Providers should outline their proposed approaches to delivering the services outlined within this tender. Proposals should be no more than 10 pages, and should include:

- Understanding of the work
- How you would approach the work, including:
  - Proposed or potential methodologies
  - Proposed or potential outputs
  - Important considerations and research ethics
- Indicative timetable
- Full budget breakdown, including day rates

Within an additional appendix no longer than two pages including:

- Project team, including individual profiles
- Track record with examples of projects completed relevant to the brief

### 4.2 Evaluation of Proposals

Proposals will be evaluated by a panel comprising representatives from Power to Change. Proposals will be checked initially for compliance with the ITT and in meeting any minimum eligibility criteria. Proposals that do not meet eligibility criteria may be excluded from further consideration in this competition.

Power to Change reserves the right to call for further information from bidders to assist in its consideration of their bids. Note that Power to Change reserves the right to adjust the scoring of a bidder's bid if information is established during clarifications that fundamentally changes a proposal.

Bids will be evaluated on the basis of quality and value for money, in line with the criteria outlined below.

### 4.3 Quality Criteria

This contract is funded by Power to Change. Tenders will be evaluated by a panel comprising representatives from Power to Change.

We will be assessing proposals on the evaluation criteria below. Proposals will be scored out of 100 according to the below evaluation criteria and scale. The bids with the highest scores will be invited to present to the Evaluation Panel. The bidder with the highest score at the end of the process will be the preferred bidder.

<b>Evaluation Criteria</b>	<b>Maximum Score</b>	<b>Weighting</b>	<b>Maximum weighted score</b>
Demonstrated understanding of community businesses and impact measurement	5	3	15

## Invitation To Tender

Quality and suitability of proposed methodology	5	6	30
Approach to developing and sharing outputs	5	4	20
Value for money	5	4	20
Experience and expertise	5	3	15
Total			100

Responses to each question above will be allocated a score based on the methodology contained in the table below. This score will then be multiplied by the weighting in the middle column.

### 4.4 Quality Questions Scoring Methodology

0	Poor	No response or partial response and poor evidence provided in support of it. Does not give Power to Change confidence in the ability of the bidder to deliver the Contract.
1	Weak	Response is supported by a weak standard of evidence in several areas giving rise to concern about the ability of the bidder to deliver the Contract.
2	Satisfactory	Response is supported by a satisfactory standard of evidence in most areas but a few areas lacking detail/evidence giving rise to some concerns about the ability of the bidder to deliver the Contract.
3	Good	Response is comprehensive and supported by good standard of evidence. Gives Power to Change confidence in the ability of the bidder to deliver the contract. Meets Power to Change's requirements.
4	Very good	Response is comprehensive and supported by a high standard of evidence. Gives Power to Change a high level of confidence in the ability of the bidder to deliver the contract. Exceeds Power to Change's requirements in some respects.
5	Excellent	Response is very comprehensive and supported by a very high standard of evidence. Demonstrates strengths, no errors, weaknesses or omissions and exceeds expectations in some or all respects giving Power to Change a very high level of confidence in the ability of the bidder to deliver the contract.

## **5.0 Details for Submitting Bids**

### **5.1 General Approach**

Although this ITT is not subject to the Public Contracts Regulations 2015, bidders are reminded that The Power to Change will conduct the process in accordance with the key principles of transparency, non-discrimination and equal treatment.

### **5.2 Enquiries and Communication**

During the ITT stage and up to 19.07.2022 at 17:00 bidders may submit questions and requests for clarification or further information. Bidders should address their questions and requests for Clarification or further information via e-mail to: [chloe.nelson@powertochange.org.uk](mailto:chloe.nelson@powertochange.org.uk)

Power to Change will upload responses to clarification questions via the web page at <https://www.powertochange.org.uk/about-us/work-with-us/> regularly until close of business on 22.07.2022 after which we will not be making any further updates. It is the bidder's responsibility to review for updates regularly.

### **5.3 Procedure for Submitting**

Bidders shall submit one electronic copy ITT by no later than 05.08.2022 at 17:00 to the following email address:

[chloe.nelson@powertochange.org.uk](mailto:chloe.nelson@powertochange.org.uk)

We will aim to acknowledge receipt of all email bids.

Please provide your response to this ITT by completing the required documents. Please do not provide separate or different types or formats of documents unless specifically requested to do so.

Unless specifically requested to do so, please do not include or upload any standard marketing or promotional material within your answer as this will be disregarded.

Supporting information (appendices, attachments etc.) should be presented in the same order as, and should be referenced to, the relevant question.

Late submissions may not be accepted.

Bidders are strongly recommended not to leave their ITT submission to the last minute.

Power to Change will not be held liable for failures to submit an ITT on time due to technical issues reported less than 24 hours before the submission deadline.

### **5.4 Content of Bids**

## Invitation To Tender

All bids must consist of the following items/documents. Scanned signed documents will be accepted:

- 5.4.1 A completed copy of the General Information and Standard Questions as set out at Appendix A
- 5.4.2 A comprehensive proposal in line with the requirements set out in 4.1 specifying how the bidder meets the requirements for the Services to be provided.

By submitting a bid, bidders:

- 5.4.4 Agree to the Standard terms and conditions as set out at Appendix B.
- 5.4.5 Confirm that neither they nor any person employed by them or acting on their behalf have fixed or adjusted the bid by, under or in accordance with any agreement or arrangement with any other bidder (other than as a member of their own consortium) (see clause 6.3)
- 5.4.6 Confirm that neither they nor any person employed by them or acting on their behalf have or will canvass or solicit any officer or employee of Power to Change in connection with the award of the Contract (see clause 6.4)

## 6.0 Important Notices

Important notices are attached at Appendix C. By submitting a bid, bidders are confirming acceptance of all important notices attached at Appendix C.

**All appendices mentioned within this ITT can be found at the bottom of the following page on our website: <https://www.powertochange.org.uk/about-us/work-with-us/>**

## 7.0 Checklist for Tenderers

Failure to provide all of the items in the checklist may cause your quote to be on-compliant and not considered.

	Item	Included in Bid
1	Standard Questionnaire	
2	ITT Response	

## 8.0 Tender Timetable

The key dates for this procurement are currently anticipate to be as follows:

Event	Date	Time (if applicable)
ITT Published	27.06.2022	
Deadline for receipt of clarification questions	19.07.2022	17:00
Deadline for receipt of tenders	05.08.2022	17:00
Interviews	10.08.2022	13:30-17:00
	11.08.2022	09:30-17:00

Invitation To Tender

Identification of preferred bidder	15.08.2022	
Contract start date	22.08.2022	