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# Invitations for Expression of Interest

for the Growth & Resilience programme West Yorkshire evaluation

## Introduction

[Co-operatives UK](#) and [School for Social Entrepreneurs \(SSE\)](#) are looking for an individual/organisation to evaluate the Growth & Resilience West Yorkshire programme (G&R programme).

The G&R programme is part of the wider [Business for Good West Yorkshire](#) (BfGWY) programme which offers coaching, training and support to help people in West Yorkshire start or grow 'alternative businesses,' including co-operatives and community benefit societies. The G&R programme commenced in May 2024 and is due to end in late October 2024. 20 participants will benefit from a combination of online expert learning, action learning sets, site visits and a final celebration/graduation event.

Delivered in partnership between Co-operatives UK and the School for Social Entrepreneurs (SSE), the G&R programme supports co-ops and social enterprises to grow, reach new markets and network with like-minded businesses in West Yorkshire. It also aims to develop resilience and leadership skills to help create and safeguard jobs.



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This project is funded by the UK Government through the UK Shared Prosperity Fund and is managed by TSL Kirklees CIO, charity no: 1162592

## Purpose of this document

This document sets out the information required for organisations/individuals to express an interest in undertaking an evaluation of the G&R programme as part of the BfGWY programme which is funded by West Yorkshire Combined Authority UK Shared Prosperity Fund. An evaluator has already been appointed for the overall evaluation of the BfGWY programme. This additional funding is to specifically evaluate the G&R programme.

## The document includes:

1. An overview of Growth & Resilience programme West Yorkshire, its aims and outcomes including the outcome framework
2. Why the evaluation is needed
3. What the evaluation must include
4. Budget for the evaluation
5. How to respond to the EOI

## Evaluation Budget

The total budget for this evaluation is **£3,000 including VAT (£2,500 plus VAT)**

## How to respond

As the programme has already started, we need an evaluator as soon as possible.

Expressions of interest to undertake the evaluation of the Growth and Resilience programme should be emailed to Petra Morris, Co-operatives UK [petra.morris@uk.coop](mailto:petra.morris@uk.coop) by **12 noon on Tuesday 27th August 2024**

The Expression of Interest document should be submitted in the format the individual/organisation believes is most appropriate for the project and must include how the evaluator will meet the specification and be within budget.

## Timescale for Selecting an Evaluator

Expressions of interest will be reviewed on Wednesday 28<sup>th</sup> August 2024 and the successful organisation will be notified by Friday 30<sup>th</sup> August 2024 against the evaluation specification, timescale and budget identified in this document with a start date of Monday 2 September 2024.



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## Submissions and Enquiries

Submissions and/or enquiries about this invitation can be made by email to Petra Morris  
[petra.morris@uk.coop](mailto:petra.morris@uk.coop)



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## Outcome framework

The table below sets out the framework and outputs, outcomes to be achieved.

Outcome framework					
Key aim/outcome	What, description	Partner Lead	Evaluator lead	Monitoring, how measured	When
Effective partnership developed between SSE and CUK	Pilot	SSE/CUK	Internal and external qualitative interviews	BfGWY wider partnership agreement	Inception
Delivery of high quality Growth and Resilience programme	At least 20 social enterprises, co-ops and community businesses based in West Yorkshire recruited to participate in the programme	SSE/CUK	SSE	Recruitment process (application) Final feedback survey	Recruitment stage
Support existing alternative business to be more resilient and grow	X% report enhanced skills, knowledge, confidence to help grow their business	SSE	SSE Plus external evaluation (focus groups, case studies)	Feedback after each session Final feedback survey inc Net Promotor Score	Ongoing End of programme
Target recruitment to encourage participation from minoritised communities	Encouraged from businesses led by disabled people, LGBTQIA+ and black and minoritised communities – and people with lived experience of the issues their business is addressing	SSE	SSE	Application form DEI data	
Participants evidence impact in terms of new jobs created or safeguarded, new markets, new processes or	The outputs below are overall BfGWY programme ones that the G&R programme will contribute to <ul style="list-style-type: none"> <li>7 FTE new jobs created</li> </ul>	SSE		Baseline survey on recruitment Outcome/output monitoring survey	Midway and end of programme



technologies developed or significantly improved	<ul style="list-style-type: none"> <li>• 14 safeguarded jobs</li> <li>• 15 enterprises engaged in new markets</li> <li>• 5 enterprises adopting new to the firm technologies or processes</li> </ul>				
To test assumptions, action learning around specific needs/challenges for co-op growth	We have evidence that ambitious, high-potential co-ops and social enterprises have distinct, specialised and sometimes idiosyncratic needs when it comes to scale-up support, not catered to by mainstream offers.	CUK	External evaluator	Feedback survey, focus group, case study	End of programme





## What we'd like to know

We would like to understand how effective we have been in achieving the agreed aims and objectives of the programme both for participants and in terms of working in partnership.

The evaluation should include:

- An evaluation of how successful the Growth & Resilience Programme has been in achieving the overarching aims listed above, and its specific contractual outputs and outcomes.
- The evaluation should include barriers to success and aspects of the programme that have not gone well in addition to aspects that have been successful.
- The evaluation should highlight any impact and key learning that geographical, cultural and organisational factors have had on the success of the programme.
- A quantitative and qualitative evaluation of the benefits of the programme against programme outcomes
- The programme participants own perspective – ensuring representation from social enterprises, co-operatives and communities across West Yorkshire and specifically from disadvantaged/minoritized communities
- The delivery partner's perspective – both lead staff and those involved in service delivery.
- The projects contribution to reducing 'silo' working within the Alternative Business sector and across the wider business advice sector
- To specifically understand how effective the programme has been in recruiting co-ops/community owned enterprises and addressing their specific support needs. Six of the 20 participants are co-ops, which is below the target of 10.
- The impact on the programme of not being able to offer a grant as per previous SSE programmes
- Measuring and qualifying the value of learning between the cohort of participants such as peer to peer learning, ALS, networking and site visits
- How the G&R programme has aligned with the wider BfGWY programme and the support on offer e.g. coaching and grants
- Highlighting any good practice and lessons to be learnt for the future.

Based on all the above the Evaluation Report should conclude with a list of recommendations for future programme delivery and development, and how this pilot approach could be 'scaled up' for future delivery.

## Our proposed approach

To be discussed with the agency, but our proposed approach is:

### Secondary/quantitative data



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Analysis of available data of participants (initial application, baseline survey, final feedback survey, outcome survey, ongoing feedback). This might include:

- Size, years of trading, turnover
- Benefit and outputs
- Experience/skills
- Whether used a coach
- Whether applied for a Growth & Resilience WY grant

### **Primary (Qualitative)**

- Interviews/focus groups with a selection of participants – we are organising a place based site visit to a social enterprise in mid Sep/Oct 2024 for participants on the programme. We have set aside some time during the day for a focus group activity.
- Interviews with delivery partners, course facilitators etc
- Case studies
- Deeper analysis of feedback survey responses from participants by type of organisation, years of trading, baseline starting point etc
- Value of learning between cohort, peer to peer, site visits

### **Role of programme partners/ resources to support the evaluation/our data**

SSE will produce a short separate quantitative report which covers data and feedback as below:

- Application data (quantitative research methods) – this data provided insights into the participants and their organisation
- Baseline surveys (quantitative research methods) – established baseline metrics related to their organisation such as skills, number of beneficiaries
- Endline outputs surveys – conducted mid and post-programme, tracked progress against the baseline surveys to capture outputs around jobs, markets etc
- Qualitative feedback – feedback from participants on their experience

The evaluator will have access to the above data as well as resources below to enable them to undertake the evaluation:

- Programme delivery information – qualitative reports from SSE/CUK staff involved in project management and delivery of the learning support
- Training materials, and course evaluations/survey results from participants
- Project delivery staff– individual or in a group as required
- Other key stakeholders/referrer contact details as required

### **The role of the evaluator**

The evaluator will:

- Have independent status
- Set out a clear programme for evaluation, specifying the methodology and timetable for evaluation, including identifying any evaluation outputs at each stage of the process
- Undertake the evaluation as specified in the evaluation specification outlined and within the timescale
- Provide a breakdown of costs within the allocated budget, number of days, day rates, roles of person/people
- Set out an overall approach/structure for the evaluation
- Provide any key risks and mitigations

## Further reading and background information

### Design, content and delivery of the Growth & Resilience programme

#### Who it's for

People who are part of 'alternative businesses:' co-ops, community businesses and social enterprises. Of the 20 places on the programme, 10 available to members of co-operative and community benefit societies.

Our aim is to support existing alternative business to be more resilient and grow.

#### We aim to

- Prioritise, encourage, support and promote ABM enterprise in marginalised and disadvantaged communities through local VCSE networks and community knowledge.
- Support existing alternative businesses to develop new services or markets, bolstering economic resilience and sustainability.
- Promote and support entrepreneurship focused on creating better quality jobs.
- Provide specialist support that understands and addresses ABM businesses' needs including business strategy, organisational development, raising capital, managing working capital needs, and cashflow.





## Programme timeline and structure

The programme started in May and will end in October 2024, with a break over summer, and includes:

- Online learning sessions led by experts and leaders from the alternative business sector who will share their stories and the challenges they've overcome.
- Action learning sets – smaller group work with a trained facilitator, designed to support participants to share successes and challenges and learn from each other.
- 1:1 peer support – buddying up with another programme participant to share ways of working and common challenges.
- In-person site visits (over one day) featuring a tour of a social enterprise/co-op in West Yorkshire for peer to peer learning and networking opportunities.
- Access to a diverse network and the opportunity to build relationships with SSE, Co-operatives UK and leaders from other 'alternative' businesses.
- In-person celebration event, to celebrate participants' achievements at the end of the programme on 22 October 2024.
- Access to a wider network of support through the Business for Good West Yorkshire programme, including specialist business coaches and grants.

## Topics covered

The learning will be tailored to participants' needs. Topics include:

- Business strategy planning and income streams
- Personal resilience and wellbeing
- Leadership
- Increasing financial resilience
- Environmental impact and decarbonisation
- Reaching new markets
- Governance and HR
- Social investment
- Costs and funding support

The programme is FREE to attend for successful applicants. A small bursary is available to support attendance. Travel and expenses will also be provided for the in-person site visit.

## Further background information

Initially the Business for Good West Yorkshire programme aimed to deliver two 'accelerator' programmes. SSE already are very experienced in delivery of such programmes including Trade Up programme.

Co-operatives UK aimed to pilot a new growth programme for existing trading co-ops.



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Example below of SSE Trade Up programme

<https://www.the-sse.org/cbtu-guidance-notes/#programme%20overview>

We identified a risk is that we may be duplicating effort and reaching out to similar audiences and competing within very tight timescales

Co-operatives UK has experience of supporting new start-up accelerators such as UnFound Accelerator but less so for existing co-ops and the initial plans involved a 'pilot' consultancy with a selection of co-ops. Joining together to deliver the programme in partnership has been very beneficial.

### **Examples of Co-operatives UK support programmes**

- [UnFound Accelerator](#)
- [Business support for co-ops programme](#)
- [Community Shares Booster programme](#)



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