

Invitation to Tender: Local Industrial Strategy for Norfolk and Suffolk

Introduction

The Government and New Anglia Local Enterprise Partnership (LEP) are co-designing a Local Industrial Strategy for Norfolk and Suffolk, with support from local partners.

Our overall goal is to transform our economy into one of the best places in the world to live, learn, work and do business. We have set out a clear vision, priorities and targets in the [Norfolk and Suffolk Economic Strategy](#) – our blueprint for inclusive growth and productivity. The Local Industrial Strategy is the next stage in the evolution and implementation of our economic strategy. It will build on the Economic Strategy by setting out in more detail the interventions we will undertake to improve productivity and drive growth, with a particular focus on those market opportunities where we have distinctive strengths:

- **Clean Energy** - the only place in the UK where all forms of resource extraction and energy generation exist together, including expertise on microgeneration, growing local energy networks as well as novel energy storage technologies.
- **Agri Food** - Norfolk and Suffolk is the most productive farming region in the UK and acts as a 'bread basket' for the UK, hosting many nationally and internationally significant food and drink companies which specialise in a wide range of food production and processing.
- **ICT** - The practical application of quantum technologies has been clearly demonstrated as a clear competitive advantage at Adastral Park, alongside numerous world-leading innovations across the ICT spectrum.

New Anglia LEP and partners are seeking to appoint suitably qualified and experienced consultants to work with the LEP during the process to provide technical and professional capacity in enhancing the supporting evidence base; assisting in the testing and development of high level policy interventions to achieve the desired level of growth and provide external challenge to our economic aspirations and supporting narrative.

Background

Government's Industrial Strategy White Paper was published in November 2017, setting out a long-term plan to boost the productivity and earning power of people throughout the UK.

The components of the Industrial Strategy include:

- Five Foundations of Productivity
- Four Grand Challenges + Industrial Strategy Challenge Fund (70 plus pots of funding)
- Sector Deals
- Local Industrial Strategies (LIS)
- Links with UK Shared Prosperity Fund (UKSPF)

One of the five foundations of productivity is places. The vision is to drive towards more prosperous communities and tackle the regional and local disparities that exist across the UK. Local Industrial Strategies are central to this focus.

LEPs or Combined Authorities will co-develop Local Industrial Strategies with Central Government and will be responsible for delivering them alongside local partners, who will be integral to the process.

A Local Industrial Strategy should bring together a strong, well-informed evidence base about an area's economy and outline a long-term set of priorities that capitalise on existing opportunities in the economy, address weaknesses and resolve an area's needs.

The UK Industrial Strategy states that Government will ensure that local areas continue to receive flexible funding for their local needs. Following the UK's departure from the European Union, they will launch the UK Shared Prosperity Fund. Consultation on the design and priorities for the fund starts in October. It is understood that LEPs will be responsible for delivering the fund. The fund will be linked to the delivery of the Economic Strategy and Local Industrial Strategy.

Approach to Developing the Local Industrial Strategy

Government has yet to set out the development and sign off process for Local Industrial Strategies but have asked all LEPs to proceed with developing a Local Industrial Strategy with all areas expected to have one in place by early 2020.

Expectations:

- LIS's to be developed from a strong evidence base identifying areas of competitive advantage and help to develop interventions that will deliver productivity gains. This will include more analysis of supply chains, areas of business and technology specialists.
- Looking in more detail at the opportunities and threats faced by these strengths
- Looking at our long-term ambitions and identifying a few strategic interventions/'gamechangers'
- Alongside our ambitions, we also need to see how our local assets can support the delivery of the grand challenges and which parts.
- It is expected that evaluation will be built in from an early stage.
- Evidence and interventions will be signed off by Government across Whitehall Analytical teams.

We are in a strong starting position with development of a Local Industrial Strategy, having developed the Economic Strategy for Norfolk and Suffolk, which is supported by a robust evidence base.

The approach to developing our Local Industrial Strategy has been broken down into six stages:

1. Scoping & Defining – Autumn / Winter 2018
2. Building the Evidence Base – Winter / Spring 2019
3. Development of Gamechanger Interventions – Spring / Summer 2019
4. Draft and Design – Summer 2019
5. Sign off – Autumn 2019
6. Publish – Autumn 2019

Collaborative ownership of the strategy is imperative therefore stakeholder engagement and communication plays a vital role in each stage. There are different stakeholders with different aims and objectives, and consensus and prioritisation of these will be essential. Throughout the process there will be a range of opportunities for partners to input and influence the development of the strategy and it is expected that the consultant would be involved in these.

A great deal of work on gathering data and evidence has already been undertaken in the Scoping and Defining stage and this work will be shared with the consultants.

Of the six stages the second and third stages are where most of the work will occur:

Stage Two – Building the Evidence Base

Having a strong robust evidence base which will inform and underpin our Local Industrial Strategy is vital. The evidence and analysis of it will be used to develop our gamechanger interventions which will deliver the step change required to achieve our vision and ambitions.

An evidence report will be developed in stage two and include:

- Supply Chain Mapping of competitive areas of strength
- Review of Economic Strategy progress
- Identifying the gamechanger opportunities through evidence and consultation with partners
- Grand Challenge engagement sessions
- Identifying how evaluation will be embedded;
- SWOT analysis of Norfolk and Suffolk; and
- A compendium of data and evidence which all partners can use to develop plans and monitor progress.

Stage Three – Development of Gamechanger Interventions

The evidence report will assist in identifying the gamechanger interventions which will have a significant economic impact when they are realised.

This stage will look to answer a number of questions which will help inform the strategy:

- Which strengths and opportunities should we exploit?
- What weaknesses and threats are potential roadblocks that we need to address to succeed?
- What can we do to create a difference from competitors that they would not be able to match? (Competitive advantages – strengths, assets and the way we do business)
- How do we ensure the strategy delivers stronger sustainable growth that will create opportunities for all segments of the population and distribute the dividends of increased prosperity?
- What interventions are required - existing and new?
- What do we need to do individually and collectively to achieve our ambitions?
- How will UKSPF support delivery?
- What local assets can help us deliver our ambitions?
- How will success be monitored, measured and reported?

Further information on the approach and the evidence framework which has been produced to inform the development of the evidence report can be provided on request.

The deliverables of this work, working in partnership with universities, independent experts and the public and private sector:

- A robust and open LIS evidence base with compendium and workbooks which provides the profile on foundations of productivity and the three focus themes and provides a specific view.
- Mapping of specific opportunities and challenges building on our distinctive local strengths to meet the Industrial Strategy's Grand Challenges and addressing any local weaknesses.
- A Local Industrial Strategy for Norfolk and Suffolk which:
 - Sets out clearly defined priorities for our city, towns and rural areas to maximise their contribution to UK productivity, allowing places to make the most of their distinct strengths.
 - Co-ordinates economic policy at the local level, ensuring greater collaboration across boundaries.
 - Informs local choices, prioritises local action and, where appropriate, informs decisions at 3

the national level.

- Provides a strategic overview and informs future local growth fund investment.
- Sets out our approach for maximising the long-term impact of the new UK Shared Prosperity Fund.

A successful LIS is one that:

- Achieves both focus and consensus amongst partners, including government, recognising the strengths of Norfolk and Suffolk and how it can help improve productivity and contribute to UK plc.
- LIS is owned by all partners and clearly defines the roles that partners play in supporting delivery.
- Places Norfolk and Suffolk in a prime position to secure government funding, influence policy and harness global opportunities in the three focus themes. Provides input to help shape UKSPF.
- Is clearly differentiated from and adds value to the Economic Strategy.

What is Required

New Anglia LEP is looking to appoint consultants to undertake potentially three packages of work. These will each be contracted separately but will be the subject of this bid. The evaluation of tenders will be based on responses to each of the three work packages.

Work Package 1 - Evidence and intervention development:

Working with the LIS delivery team and the Economic Strategy Delivery Co-ordinating Board (ESDCB):

- Develop further the existing evidence base, providing an updated analysis which includes the foundations of productivity and examination of the evidence to support emerging interventions and gamechangers. The evidence also needs to draw comparisons to other LEP areas.
- Provide facilitation for a range of engagement events that will draw out the qualitative evidence and help shape the interventions. This will include two sessions with the LEP board, leaders and sector leads; 2 - 4 grand challenge events and up to nine themed focus session.
- Assist with developing innovative ideas for interventions, identify the assets and future funding approach needed to secure delivery. Developing robust plans which link to the evidence and will be central to the Local Industrial Strategy.
- Help to identify opportunities to work with other parts of the country where collaboration will strengthen our opportunities or assist in delivering the LIS.
- Assist with the setup, support and work with the Independence Economic Scrutiny Panel which will meet twice through the process to test the evidence and interventions.

Work Package 1 Deliverables:

It is expected that deliverables will include and act as payment trigger points which will be agreed as part of the inception meeting:

- Full LIS evidence pack which is tested with Independent Scrutiny Panel, BEIS and local partners and captures the qualitative evidence from the stakeholder engagement sessions.
- Engagement pack which provides the relevant narrative, presentations and materials to use at stakeholder events and discussions with stakeholders.

- Workbooks which provide the data behind the LIS evidence pack.
- A storyboard that sets out the emerging structure and content of the LIS, which will be reviewed by the LEP Board, ESDCB, BEIS and other partners as appropriate.

Work Package 2:

- Drafting of the Norfolk and Suffolk Local Industrial Strategy working with the Economic Strategy Delivery Co-ordinating Board.

Work Package 1 & 2 have a Budget of up to £55K including VAT and expenses.

Work Package 3: Additional Service Framework

New Anglia LEP along with Norfolk and Suffolk Local Authorities would like to retain the right to approach the consultant(s) appointed to deliver the work outlined in this tender in the three years following the completion of work package 1 to request a proposal for undertaking “Additional Services”. These services will relate to the development and delivery of the Economic Strategy and Local Industrial Strategy, planning and testing interventions which have been identified in the Economic Strategy and LIS on a per diem basis at an agreed rate, as set out in tender submissions.

New Anglia LEP intends to contract each work package separately, and whilst the LEP cannot guarantee to contract work package 3, it is the company’s intention to do so if required, subject to the necessary approvals and funding being secured. The LEP also wishes to reserve the right to go back to the market for work package 3, although it is the intention to use one consultant throughout.

Project management and monitoring

The project will be managed by New Anglia LEP and delivered with support from the Economic Strategy Delivery Co-ordinating Board. For the duration of the tender, the preferred supplier will be required to work and liaise with the Strategy Board, made up of a range of partners including New Anglia LEP, Norfolk and Suffolk County Councils, Norfolk and Suffolk Growth Groups and representatives from business intermediaries.

Day to day project management will be provided by Lisa Roberts, Head of Strategy at New Anglia LEP supported by the delivery team. It is expected that consultants will take part in weekly progress meetings which can be done via teleconference or videoconference and attend Strategy Board meetings when required.

A significant amount of evidence and data is available locally and will be provided to help inform the work of this tender. The successful consultant(s) will be expected to work closely with the delivery team who will provide support in gathering and providing local evidence required.

It is expected that the majority of the contract for this work will be for senior expertise. Invoices submitted will require a breakdown of day input per person.

Timescales and milestones

- Proposals should be submitted to New Anglia LEP by 5pm 21st March 2019. Proposals submitted after this time will not be accepted.
- Shortlisting and interview selection 22nd March 2019.
- Consultant Interviews to take place 28th March 2019.

- Inception meeting with Economic Strategy Delivery Co-ordinating Board (ESDCB) 2nd April 2019.
- Selected consultants to provide a detailed work plan by mid-April.
- Evidenced pack produced by 31st May 2019 with LIS storyboard produced to inform session on 19th June 2019 and which will be reviewed by the ESDCB in early June.
- Independent Scrutiny Panel meets mid-May and mid-July 2019.
- First draft of LIS for review by the ESDCB July 2019.
- Second draft of LIS developed for review by the ESDCB August 2019 and shared with LEP Board, Local Authority and Education Leaders and Sector Leads prior to their meeting in September.
- LEP Board, Local Authority and Education Leaders and Sector leads sessions:
 - 19th June to review the evidence and discuss interventions.
 - September/October to review draft LIS.
- Partner endorsement September/October
- Final draft developed for sign off by the LEP Board in November 2019.

Tender process

Tenders must address all the requirements and be in the format requested below. Tenders not in this format will not be considered.

Applicants are requested to provide core information in summary form with detail in appendices. The following must be supplied:

- Organisation identity including name, address, telephone number, e-mail address, company registration number, VAT registration number and website address (if applicable).
- Details of the main point of contact within the organisation for this tender.
- Name, address, telephone number and e-mail address of any third parties involved in this tender.
- A brief outline of the approach and a list of data sets and indicators that will be used where relevant for each element within the work packages as set out above.
- Examples of similar commissions previously undertaken and examples of outputs produced.
- Examples of partnership working in areas with complex political arrangements
- A list of all key personnel to be deployed on the project and details of their previous relevant experience, along with details of the day inputs by level against each element.
- References of three organisations that you have undertaken this type of work for in the last three years.

The work package 1 & 2 contract will be issued on or before the 1st April 2019.

There will be a time limit of 3 years following the completion of work package 1 during which the LEP and partners can request a proposal for additional service.

Applicants will be shortlisted based on their initial tender submissions, with shortlisted applicants being invited to pitch their proposals to a panel. Submissions will be assessed on the basis of and on their ability to:

- Price – weighting 30%
- Quality – weighting 70%, made up of:
 - Be in a position to start work immediately upon appointment and complete the work as outlined in the timescales and milestones listed above – weighting 5%

- Have previous experience of developing and delivering projects of a similar nature, with evidence of the success of these projects – weighting 15%
- Clearly demonstrate that they can meet all the specifications and requirements outlined in this tender document and show an innovative approach to evidence and data analysis – weighting - 30%
- Demonstrate the ability to field a team of relevant expertise, deployed appropriately and in line with the work programme – weighting 10%
- Demonstrate the ability and experience of working with local partners within Norfolk and Suffolk. – weighting 10%

Each element will be scored using a model of 1 to 5, where 1 is poor / does not meet criteria and 5 is outstanding / exceeds the criteria.

Shortlisted companies will be invited by email to present their ideas to the tender panel in Ipswich on 28th March 2019. If you are awarded the contract then you will be notified by the morning of 29th March 2019.

Consortium bids are welcome; however, a nominated lead will be required and clear divisions of roles and responsibilities will need to be provided.

Budget

The budget (including VAT and expenses) for the delivery of work package 1 & 2 is up to £55K. No budget has been set for work package 3 but this will not be more than the OJEU threshold.

Applications must provide the costs associated with delivering the work. All costs must be quoted in pound sterling, include VAT and must be fixed. Details of expenses should be included and be incorporated in the price.

For work package 3, day rates for staff should be clearly set out using the following grades as a guideline - Junior Consultant, Consultant, Senior Consultant, Principal Consultant, Managing Consultant.

How to apply

Tenders must be completed in accordance with the format specified above. Tenders which are incomplete will not be evaluated.

Tenders should be submitted in Word or PDF format and should not exceed 15 pages, by e-mail to LIS@newanglia.co.uk **no later than 5pm 21st March 2019**

Tenders delivered after this time will not be accepted.

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