



**Coast to Capital**  
Local Enterprise Partnership

Invitation to tender for partial  
delivery of Coast to Capital  
Escalator Programme

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*This document is explicitly for the opportunity to tender for the delivery of the peer to peer cohort element of the Coast to Capital Escalator Programme. Applications must be submitted by **31<sup>st</sup> October 2018** to be considered.*

## PROCESS INFORMATION

### Statement of Purpose

Coast to Capital Local Enterprise Partnership (LEP) wishes to invite tenders from suitably expert and experienced organisations and individuals to provide a peer to peer 'round table'.

Coast to Capital LEP is following the open procedure under the Public Contracts Regulations 2006, and bidders are referred to those regulations.

This Invitation to Tender (ITT) is made available on condition that it is to be used in connection with Escalator programme cohort delivery and no other purpose.

### Deadlines for Submission

The deadline for tenders is **31<sup>st</sup> October 2018** and the appointment of a successful contractor will be made by **2<sup>nd</sup> November 2018**. The contract will start on **11<sup>th</sup> January 2019** and will run for six months, until **10<sup>th</sup> July 2019** with the possibility of renewal until March 2020.

### Criteria for Assessment

Tenders must be completed in accordance with the instructions within the document. Tenders not completed as requested may be eliminated from the process.

Bidders are requested not to issue unsolicited additional information with their Tenders as such information will not be considered by Coast to Capital LEP.

### Non-collusion

A bidder will be disqualified from further participation in the tender if it:

- Fixes or adjusts its bid in any agreement or arrangement with any other bidder;
- Enters into any agreement with any other bidder to withhold its bid or alters, in any way the content of any other bid to be submitted; or
- Offers to pay, pays or gives any sum of money or inducement or directly or indirectly to any persons for doing or causing to be done any act or omission in relation to any other bid.

### Canvassing

Any bidder who, in connection with its bid:

- Offers an inducement, fee or award to any representative of Coast to Capital LEP or any person acting as an adviser to Coast to Capital LEP in connection with the selection of bidders for inclusion in the contract; or
- Does anything which would constitute a breach of the Prevention of Corruption Act 1889 to 1916 of the Competition Act 1998,

Will be disqualified from further participation in the competition for inclusion in the contract.

### **Gifts and Hospitality**

Bidders shall not offer gifts, hospitality, donations, and inducements to Coast to Capital staff during this tender process.

### **Right to reject bids**

The issue of this ITT does not commit Coast to Capital to enter into the contract or any other agreement.

Coast to Capital reserves the right to reject any or all of the responses received and discontinue the bidding process. Coast to Capital can also reject any incomplete or incorrectly completed responses.

### **Lines of Communication**

Bidders are able to seek clarification or explanation of the ITT. Any questions about this ITT should be submitted by email to David Smith at [david.smith@coast2capital.org.uk](mailto:david.smith@coast2capital.org.uk). Responses to questions will be published on the Coast to Capital website with an email to the originating enquirer to alert them to the publication.

### **Submission of Proposals**

Proposals must be submitted by email by 5pm on **31<sup>st</sup> October 2018** to David Smith at [david.smith@coast2capital.org.uk](mailto:david.smith@coast2capital.org.uk). Please put "Scale up Cohort Tender" as the subject title of your email.

You should receive an acknowledgement of receipt within 24 business hours and if interviews are required they will be in the week commencing 5<sup>th</sup> November 2018.

## CRITERIA FOR ASSESSMENT

Proposals will be assessed on the following criteria:

Criteria	Weighting
Value for money.	15%
Track record of similar work.	25%
Calibre of the people who will deliver the work.	30%
Quality of the proposed methodology.	20%
Innovative ways of working with Coast to Capital and its partners to add value to its activity.	5%
Innovative ways to deliver a peer to peer programme	5%

## BACKGROUND

### Coast to Capital Background

Coast to Capital Local Enterprise Partnership is the business led partnership between the private, public and the third sector with the responsibility for driving sustainable long term growth in business and employment. We are part of a network of 38 Local Enterprise Partnerships across the UK each with set geographic boundaries. The Coast to Capital area includes Brighton and Hove, Croydon, the Gatwick Diamond (including four districts in Surrey), Lewes and West Sussex. Further details can be found at our website – <http://www.coast2capital.org.uk/>

### Coast to Capital priorities

Coast to Capital LEP has the ambitious vision to become the most dynamic non-city region in England and to be known around the world as a place to live, to grow and to succeed. To achieve this vision, the Local Enterprise Partnership has identified eight economic priorities to achieve this in our recently launched Strategic Economic Plan (SEP). The eight identified priorities are as follows:

1. Deliver prosperous urban centres
2. Develop business infrastructure and support
3. Invest in sustainable growth

4. Create skills for the future
5. Pioneer innovation in core strengths
6. Promote better transport and mobility
7. Improve digital network capability
8. Building a strong national and international identity

The Coast to Capital Escalator will deliver on the second priority by showing leadership in the business support landscape by supporting a select group of businesses for which there is currently a gap in service provision.

Coast to Capital works closely with a wide range of partners including our 17 local authorities, 3 universities and 9 colleges, a broad range of public and private sector organisations.

### **Key Achievements**

- Helped to develop the Greater Brighton Economic Board.
- Utilised our Growing Place Fund of £23.7 million to provide loan finance and/or equity funding to 10 high growth projects
- £273 million Local Growth Fund secured, this has been invested into 86 projects in the Coast to Capital region
- Provided management of all Growth Deal projects worth £273 million which is funding a range of improvements covering urban regeneration, transport, employment space, environmental resilience, digital connectivity and skills provision
- Through Local Growth Fund Investments created 402 jobs, 52,879 meter<sup>2</sup> of new/refurbished commercial floor space as well as many other achievements.
- Provided business support services through a team of Account Managers to over 1,244 businesses which resulted in 4,306 referrals with a take-up rate of 57%
- The Enterprise Adviser Network has successfully identified and coordinated 280 business professionals to work with over 100 schools and colleges across the C2C area.
- Achieved 94% of businesses that used the Coast to Capital growth Hub would recommend.
- Brought the Growth Grant Programme in house which aims to provide £1,500,000 in capital Growth Grants to growth businesses in 2018/19
- Promoted a £350 million investment opportunity in the UK Government's Investment Portfolio to a host of international investors
- Working with DIT, the area successfully landed 31 foreign direct investment projects, creating 1,287 new jobs with a total investment value of circa £2.6 billion.
- Allocated £1.5 million of European Regional Development Fund investment in our area to support international trade, likely to be increased to £2.25 million in 2018/19.
- Undertook extensive research, analysis and stakeholder engagement to produce our new Strategic Economic Plan which sets out our

- ambitious priorities for growth and prepares us for the Local Industrial Strategy negotiations with government
- Helped secure £58 million Housing Infrastructure Fund for the region
  - Contracted £9 million in ESIF funding to deliver 22 ESIF projects in the Coast to Capital area.
  - Launched the Brighton Mainline Alliance to campaign to secure Government funding for the Croydon Area Remodelling Scheme

## **Key documents**

Bidders may wish also to consider the following documents for further background information.

*Strategic Economic Plan 2018*

[http://www.coast2capital.org.uk/storage/downloads/coast\\_to\\_capital\\_strategic\\_economic\\_plan\\_2018-2030\\_pdf-1531994993.pdf](http://www.coast2capital.org.uk/storage/downloads/coast_to_capital_strategic_economic_plan_2018-2030_pdf-1531994993.pdf)

*Business Plan 2018-2019*

[http://www.coast2capital.org.uk/storage/downloads/business\\_plan\\_20182019-1526993912.pdf](http://www.coast2capital.org.uk/storage/downloads/business_plan_20182019-1526993912.pdf)

## **SPECIFICATION OF THE REQUIREMENT**

### **The requirement**

*The delivery of peer to peer cohorts (see point 3 below) to scale up business owners to support the operational development of businesses in attendance and accelerate their growth.*

This is a call-off contract and will include, but is not limited to:

1. Supporting the engagement and conversion of a pipeline of business that satisfy selective criteria of the cohort
2. The professional operation of the Coast to Capital Escalator cohort for six months
3. Effective delivery of the peer to peer growth programme provided by Coast to Capital. There will be 4 cohorts of between 8 and 12 businesses.
4. Provide an expert and credible cohort facilitator who must have or still is running a successful business.
5. Developing with Coast to Capital and coordinating all aspects of the monthly sessions to ensure value for those attending
6. Suggesting, helping to select and management of the portfolio of expert speakers / solution providers.

## **The Coast to Capital Escalator Programme**

The Escalator Programme is a dedicated support programme for an economically significant tranche of scale up businesses that currently do not tend to access local support programmes. The programme is being delivered by Coast to Capital in four stages:

1. Stakeholder Engagement Event on 29<sup>th</sup> October 2018
2. Business Engagement Events
3. Coast to Capital Escalator Cohorts (Delivered by successful tenderer)
4. Alumni Programme

This programme expressly considers scale up businesses, those with £1 million – £20 million in turnover and have an average growth of 20% in either employment, turnover or both over three years.

Through delivery of the escalator programme, the Coast to Capital Growth Hub seeks to leverage its leadership position in the business support landscape to positively impact the growth of a valuable group of businesses. The programme is an opportunity for the Growth Hub to tell growth stories around tangible and impactful experiences in the programme. In addition, this programme will unite the stakeholder community to improve the environment surrounding business support and utilise their combined expertise.

### **Coast to Capital Escalator Cohorts**

This pilot will be run for circa 40 businesses, split into four even cohorts which will meet monthly over a period of six months. It is expected that these 24 sessions will be impact and solution focused with outcomes from each that will support an agreed programme which will be constructed by Coast to Capital and businesses and agreed with the successful bidder.

This programme, will consist of a mix of peer to peer group learning and facilitator lead workshops. This tried and tested method has been proven to unlock growth, in Northeast Ohio more than 180 companies entered into rapid growth as a result of the Scalerator NEO programme in 2017.

<https://www.scaleratorneo.org/>

The Cohort will also compliment the Coast to Capital Growth Hub service as the two will be mutually beneficial. The Growth Hub can refer candidates for the cohort as well as providing account management support for those on the cohort and those on the alumni programme. The purpose of the cohort is:

1. To provide a mechanism for scale up businesses to unlock further growth.
2. To support a highly valuable group of businesses and further their economic contribution to the Coast to Capital area.
3. To deliver on the strategic priority identified by the Coast to Capital Strategic Economic Plan, to develop business infrastructure and support.



4. To continue the work being done by Coast to Capital and the Coast to Capital Growth Hub in showing leadership in the business support landscape

The appointed contractor will be expected to manage the whole process of arranging and delivering the cohorts ensuring successful outcomes for those in attendance in conjunction with Coast to Capital's objectives.

**The requirements are detailed below:**

**Engagement with strategic businesses**

The appointed contractor will be expected to play a key role in arranging engagement events with scale up businesses identified and invited by Coast to Capital. These will be events of no more than 20 businesses and will serve to generate clients for the six month cohort pilot.

Coast to Capital will be responsible for agreeing a list of target invitees creating, issuing, and following up invitations. The appointed contractor is responsible for venue search and booking, and liaison on the day.

**Professional operation of the Coast to Capital Escalator Cohort**

The successful contractor must provide assurances that this programme will be operated to the highest professional standard, the 24 sessions must all satisfy those in attendance. Professionalism will not only be measured in the contractor's conduct towards Coast to Capital but importantly how businesses review the sessions.

A reasonable programme of delivery will be agreed with the appointed contractor and it is for the appointed contractor to ensure that this is delivered professionally, encompassing all aspects from venue selection to cohort management.

**Effectively delivery of the peer to peer growth programme as outlined by Coast to Capital**

The programme for the six months will be constructed by Coast to Capital in collaboration with the chosen contractor and the businesses to ensure that we are providing value for those involved. This will be reasonably agreed with the contractor prior to the programmes start.

The agreed programme will be independently monitored to ensure effective delivery and satisfaction of the participating businesses.

**Coordinating all aspects of the monthly sessions to ensure value for those attending.**

The appointed contractor will be responsible for organising, managing and delivering all aspects of the cohorts for each of the sessions. This includes but is

not limited to venue, facilitation, refreshments and required physical content at the sessions.

### **Specific requirements**

Bidders must have a proven track record in peer to peer group management and delivery, additionally the contactor must demonstrate experience dealing with high level business personnel. Preferably have the ability to access contacts and databases of potential invites that satisfy the required criteria.

## CHALLENGES

### *Strategic influencing:*

Coast to Capital is a small organisation that requires the engagement and mobilisation of a number of stakeholders and partners to affectively deliver its objectives. The delivery of this cohort is fundamental in delivering on our strategic priorities and needs to achieve an excellent standard.

### *Visibility and credit:*

Coast to Capital must operate efficiently in order to maximise its impact. The organisation has achieved this in its 7 years of operation through delivering on time and above expected standard, a standard that a successful contractor should adhere to.

Additionally, as a public funded body our reputation for value must be upheld. Therefore every effort to mitigate reputational damage should be made; this is a mutual expectation of both Coast to Capital and the appointed contactor.

### *Partners and Stakeholders:*

To support the mobilisation of public and private sector engagement, Coast to Capital will be delivering and funding the delivery of a stakeholder engagement event at The Capitol Theatre, Horsham, West Sussex on 29<sup>th</sup> October 2018 between 4.30pm and 7.00pm. This event will both launch the Coast to Capital Escalator and promote a positive stakeholder environment towards supporting scale up businesses.

### **Principles of successful delivery**

Coast to Capital is seeking tenders from cohort delivery organisations which can comply with the following principles.

- Ensure consistent attendance of cohort members over the 6 month programme

- Excellent organisation – cohorts delivered efficiently can have significant outcomes. The running of Coast to Capital Escalator programme demands careful focus and detailed preparation.
- Experience with high level business owners – the selective nature of the programme defines its clientele owners of established growing businesses.
- Cost effectiveness – the budget is a critical element of Coast to Capital LEP’s delivery and governance. The successful tenderer must keep within the budget whilst still making sure the delivery meets all objectives.
- Transparency and accountability - the programme management must be reported to Coast to Capital to form the basis of programme governance in conjunction with our assurance framework.
- Proactive communication – the appointed contactor must communicate progress on the operation of the cohorts to Coast to Capital.
- Adhesion to data protection regulation – successful contractors will be required to sign a data sharing agreement to ensure information transfers comply with GDPR.

## BID REQUIREMENTS

In their proposals, bidders should include in no more than six pages on their methodology on the examples given below in addition to the general methodology requirements set out later in this document:

1. How you would approach organising a session for one of the Coast to Capital Cohorts on the topic of: *Access and retention of talent*. At the minimum this should include activities from the earliest preparations to management of the day and post event activity.
2. Explanation of their ability to use own databases and contacts to attract scale up businesses with interest in the programme.

The budget is up to £44,000 including VAT. This includes all fees for your team and sub-contractor time and expenses to deliver a six month cycle of cohorts. This figure does include speaker and expert facilitator expenses and fees, room hire and refreshments and printing of any supporting materials for events.

## BUDGETARY REQUIREMENTS

- Manage and organise venues over the 6 months
- In collaboration with Coast to Capital team create an engaging programme of content
- Provide an expert experienced facilitator for each of the 4 cohorts for the 6 month programme

- Manage the consistent attendance of the businesses
- Find, select and engage speakers / solution providers for appropriate sessions.
- Manage the closure of the programme and introduction to the Alumni group

## PROGRAMME GOVERNANCE

As a public funded body, Coast to Capital is committed to sound governance subject to what is outlined by our internal assurance framework. The contractor will be required to report progress on a number of agreed qualitative and quantitative measures of performance.

It is the responsibility of the Growth Champion Manager to report contractually agreed performance to the Coast to Capital Service Committee; if absent this will be the responsibility of the Head of Services. This committee will report performance to the Board.

## FORMAT OF TENDERS

Proposals should be concise and should include the following:

- Details of the organisation/person submitting the tender, including organisation status and an outline of the type of services offered.
- Contact details.
- Details, including names and seniority of all the people who will deliver the services, together with CVs; details of any sub contracted organisations that will be used.
- Track record of delivery of similar work, with client names, dates and details of the work carried out by your organisation.
- Methodology for delivery of the services, including how the bidder would work with the Coast to Capital Project Team in the requirements set out above.
- The fees for each person who will be involved in delivering the services and the time that will be spent by each person. Fees should clearly state whether VAT is included or excluded
- Reference from a business whom has previously experienced a peer to peer programme delivered by your organisation.

Brevity is welcome – preferably six pages or less (excluding CVs and annexes).

Please do not submit general marketing materials and brochures unless these directly support the tender.