

**Commissioning Letter**

Technopolis Limited,  
3 Pavilion Buildings  
Brighton,  
BN1 1EE

Wednesday 20<sup>th</sup> February 2019

Dear [REDACTED]

**BIS Research and Evaluation Framework Agreement – Lot 5  
An assessment of economic performance of local enterprise partnership  
geographical areas  
CR18203**

Thank you for your response to the Specification for the above commission by the Department for Business, Energy and Industrial Strategy (BEIS) (the Customer) through the BIS Research and Evaluation Framework dated 2 January 2018 between (1) Secretary of State for Business, Innovation and Skills; and (2) Technopolis Limited (the Framework Agreement).

- Appendixes: A. Tender dated Thursday 31<sup>st</sup> January 2019  
B. Specification for An assessment of economic performance of local enterprise partnership geographical areas.

The Department for Business, Energy and Industrial Strategy (BEIS) accepts your Tender (Appendix A), submitted in response to our Specification (Appendix B).

The Call-Off Terms and Conditions for this Contract are those set out in Schedule 5 to the Framework.

The agreed total charges for this assignment are **£147,800.00** exclusive of VAT which should be added at the prevailing rate.

The agreed invoice schedule is as follows:

[REDACTED]

All invoices should be sent to should be sent to [finance@services.uksbs.co.uk](mailto:finance@services.uksbs.co.uk) or Billingham (UKSBS, Queensway House, West Precinct, Billingham, TS23 2NF) A copy of the Invoice should be sent to [REDACTED]

You are reminded that any Customer Intellectual Property Rights provided in order to perform the Services will remain the property of the Customer. The following deliverables have been agreed as per the below price schedule;



**The Services Commencement Date is Friday 22<sup>nd</sup> February 2019**

**The Completion date is Wednesday 29<sup>th</sup> May 2019.**

**The Contract may be terminated for convenience by giving 30 days' notice in accordance with clause 38 of the Call-off Terms and Conditions.**

The Authorised Representative for this Commission will be [REDACTED] who can be contacted at [REDACTED]

**Until the date of publication, findings from all Project outputs shall be treated as confidential. Findings shall not be released to the press or disseminated in any way or at any time prior to publication without approval of the Department.**

**This clause applies at all times prior to publication of the final report. Where the Contractor wishes to issue a Press Notice or other publicity material containing findings from the Project, notification of plans, including timing and drafts of planned releases shall be submitted by the Contractor to the Project Manager at least one week before the intended date of release and before any agreement is made with press or other external audiences, to allow the Department time to comment on factual accuracy. All Press Notices released by the Department or the Contractor shall state the full title of the research report, and include a hyperlink to the Department's research web pages, and any other web pages as relevant, to access the publication/s.**

**This clause applies at all times prior to publication of the final report and within one month from the date of publication. Where the Contractor wishes to present findings from the Project in the public domain, for example at conferences, seminars, or in journal articles, the Contractor shall notify the Project Manager before any agreement is made with external audiences, to allow the Department time to consider the request. The Contractor shall only present findings that will already be in the public domain at the time of presentation, unless otherwise agreed with the Department.**

**Congratulations on your success in being selected to undertake this Commission.**

Yours sincerely

[REDACTED]  
**Category Specialist**  
**UK Shared Business Services Ltd**

**OFFICIAL-SENSITIVE (COMMERCIAL)**

**BY SIGNING AND RETURNING THIS COMMISSIONING LETTER THE SERVICE PROVIDER AGREES to enter a legally binding contract with the Customer to provide to the Customer the Services specified in this Commissioning Letter and Annexes incorporating the rights and obligations in the Call-off Terms and Conditions set out in the Framework Agreement.**

**Department for Business, Energy and Industrial Strategy (BEIS)**

<b>Name and Title</b>		
<b>Signature</b>		
<b>Date</b>		

**Signed on behalf of Technopolla Limited.**

<b>Name and Title</b>		
<b>Signature</b>		
<b>Date</b>		

the 1990s, the number of people in the UK who are employed in the public sector has increased from 10.5 million to 12.5 million (12% of the population).

There are a number of reasons for this increase. One is that the public sector has become a more important part of the economy. Another is that the public sector has become more efficient. A third is that the public sector has become more attractive to workers. A fourth is that the public sector has become more diverse.

The public sector has become a more important part of the economy. In the 1990s, the public sector accounted for 12% of the UK's GDP. This is a significant increase from the 10% of the 1980s. The public sector has also become a more important part of the UK's labour market. In the 1990s, the public sector employed 12.5 million people, or 12% of the UK's population. This is a significant increase from the 10.5 million people employed in the public sector in the 1980s.

The public sector has become more efficient. In the 1990s, the public sector's productivity increased by 10%. This is a significant increase from the 5% of the 1980s. The public sector has also become more attractive to workers. In the 1990s, the public sector's unemployment rate fell from 10% to 5%. This is a significant decrease from the 15% of the 1980s.

The public sector has become more diverse. In the 1990s, the public sector's ethnic diversity increased by 10%. This is a significant increase from the 5% of the 1980s. The public sector has also become more diverse in terms of gender. In the 1990s, the public sector's female employment rate increased from 70% to 80%. This is a significant increase from the 60% of the 1980s.

The public sector has become more diverse in terms of age. In the 1990s, the public sector's average age increased from 40 to 45. This is a significant increase from the 35 of the 1980s. The public sector has also become more diverse in terms of education. In the 1990s, the public sector's average education level increased from 10 to 15 years. This is a significant increase from the 8 years of the 1980s.

The public sector has become more diverse in terms of income. In the 1990s, the public sector's average income increased from 10,000 to 15,000 pounds. This is a significant increase from the 8,000 pounds of the 1980s. The public sector has also become more diverse in terms of social class. In the 1990s, the public sector's average social class increased from 1 to 2. This is a significant increase from the 0 of the 1980s.

The public sector has become more diverse in terms of religion. In the 1990s, the public sector's average religion increased from 1 to 2. This is a significant increase from the 0 of the 1980s. The public sector has also become more diverse in terms of culture. In the 1990s, the public sector's average culture increased from 1 to 2. This is a significant increase from the 0 of the 1980s.

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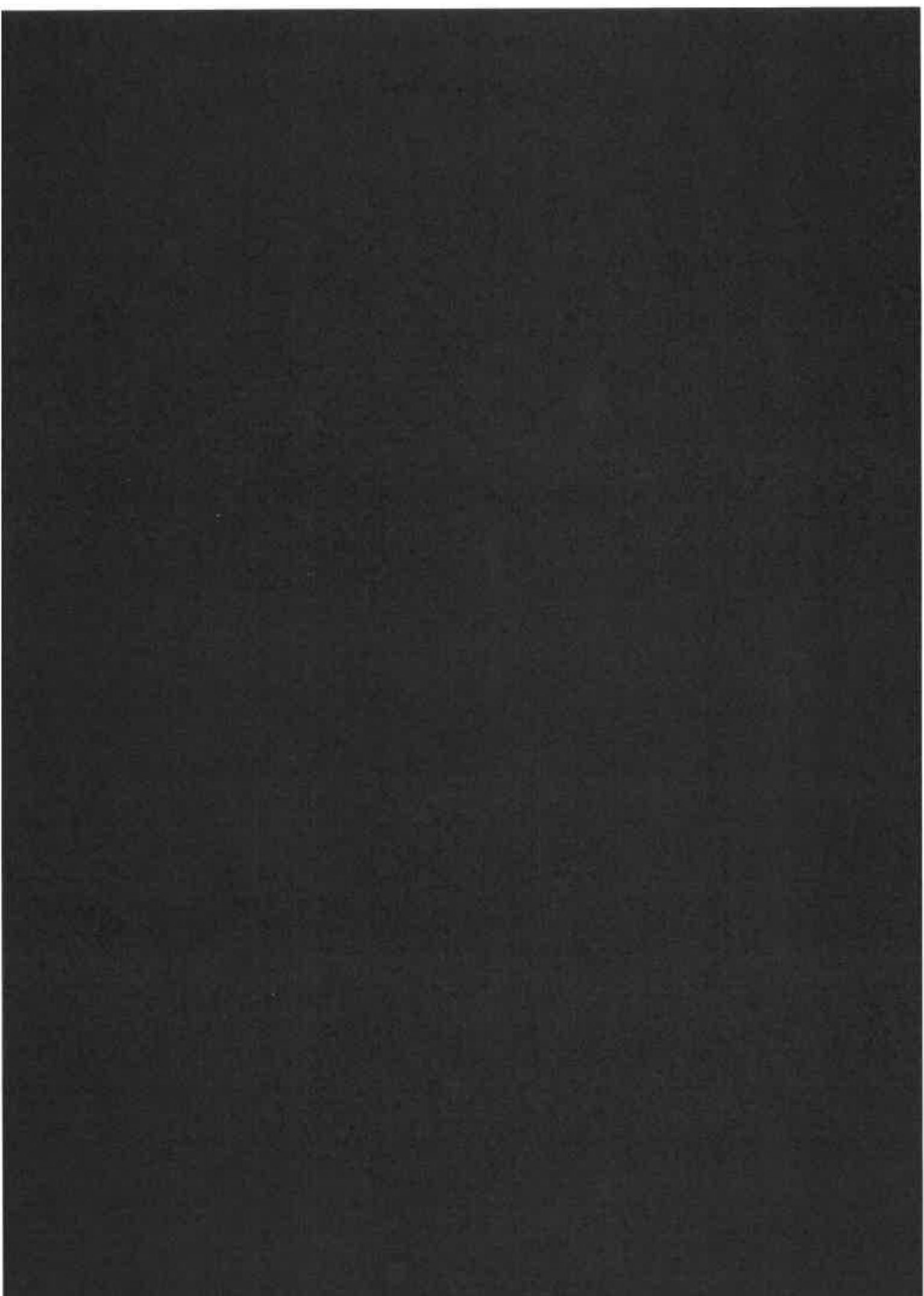
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The second part of the document focuses on the process of reconciling the accounts. It explains how to compare the company's records with the bank statements and how to identify and resolve any discrepancies. This process is crucial for ensuring that the financial statements are accurate and reliable. The document also discusses the importance of regular reconciliations and how to handle any errors that may occur.

The third part of the document covers the preparation of financial statements. It explains how to calculate the net income, the cost of goods sold, and the gross profit. It also discusses how to prepare the balance sheet, the income statement, and the cash flow statement. The document provides a step-by-step guide to the calculation of each of these statements and explains how they are used to evaluate the company's financial performance.

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the 1990s, the number of people in the UK who are employed in the public sector has increased from 10.5 million to 12.5 million, and the number of people in the public sector who are employed in health care has increased from 2.5 million to 3.5 million (Department of Health 2000).

There are a number of reasons for this increase in the number of people employed in the public sector. One of the main reasons is the increasing demand for health care services. The population of the UK is ageing, and there is a growing number of people with chronic conditions who require long-term care. This has led to an increase in the number of people employed in the public sector to provide these services.

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the 1990s, the number of people who have been employed in the service sector has increased in all countries.

There are a number of reasons for the increase in the service sector. First, the service sector has become more important in the economy. Second, the service sector has become more important in the labour market. Third, the service sector has become more important in the social structure.

The service sector has become more important in the economy because it has become a major source of income for many countries. The service sector has also become a major source of employment for many countries.

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the 1990s, the number of people with a mental health problem has increased in the UK (Mental Health Act 1983, 1990).

There is a growing awareness of the need to improve the lives of people with mental health problems. The Department of Health (1999) has set out a strategy for mental health care in the UK. The strategy is based on the following principles:

• People with mental health problems should be treated as individuals, with their own needs and wishes.

• People with mental health problems should be given the opportunity to participate in decisions about their care and treatment.

• People with mental health problems should be given the opportunity to live in their own homes and communities.

• People with mental health problems should be given the opportunity to work and to contribute to society.

• People with mental health problems should be given the opportunity to live a full and meaningful life.

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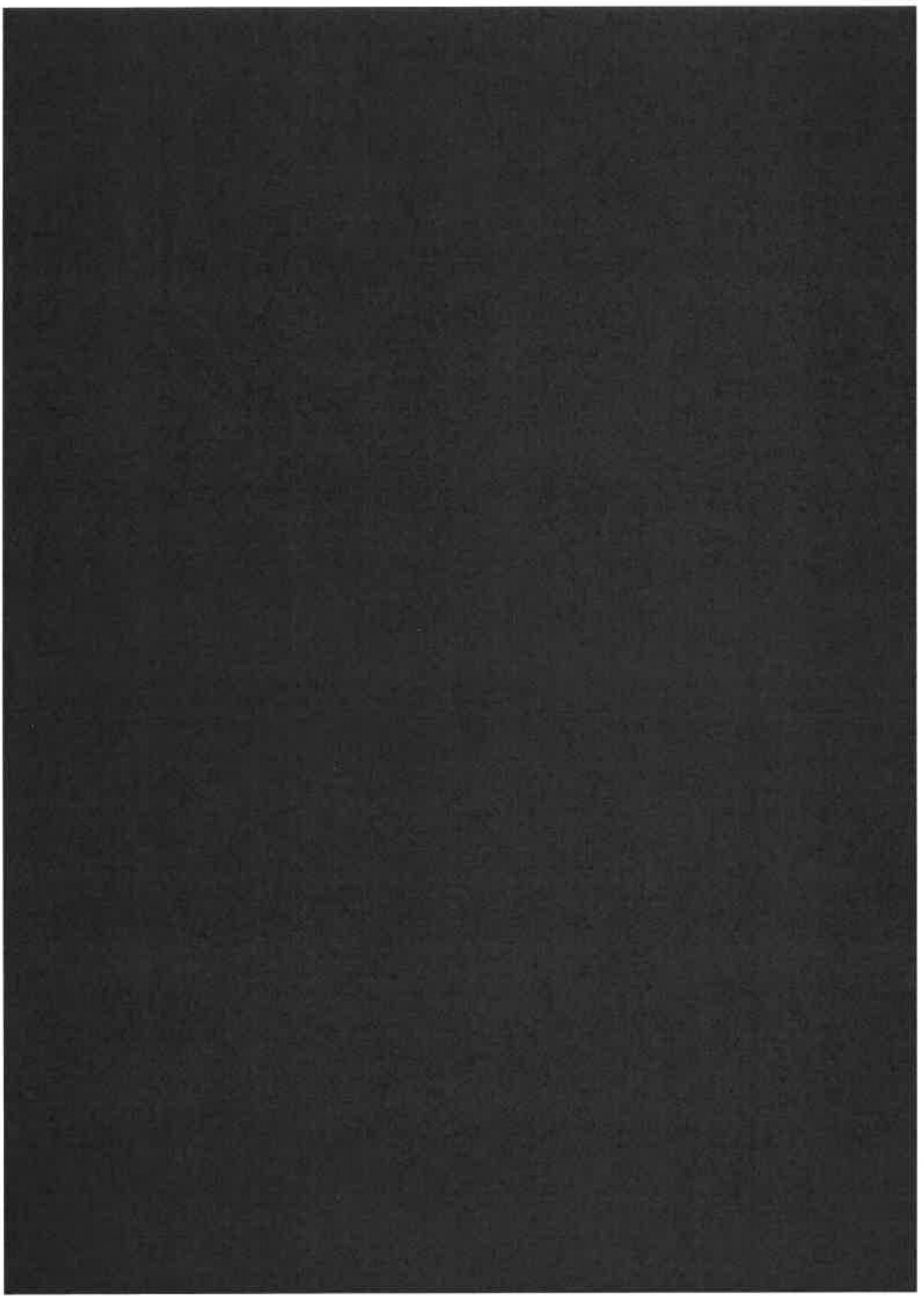
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There is a growing awareness of the need to address the needs of people with mental health problems in the community. The Department of Health (1999) has set out a strategy for mental health care in the UK, which includes a commitment to improve the lives of people with mental health problems in the community.

The strategy is based on the following principles: (1) to improve the lives of people with mental health problems in the community; (2) to reduce the need for hospital care; (3) to improve the effectiveness of mental health services; (4) to improve the experience of people with mental health problems in the community; (5) to improve the experience of carers and families; (6) to improve the experience of the public.

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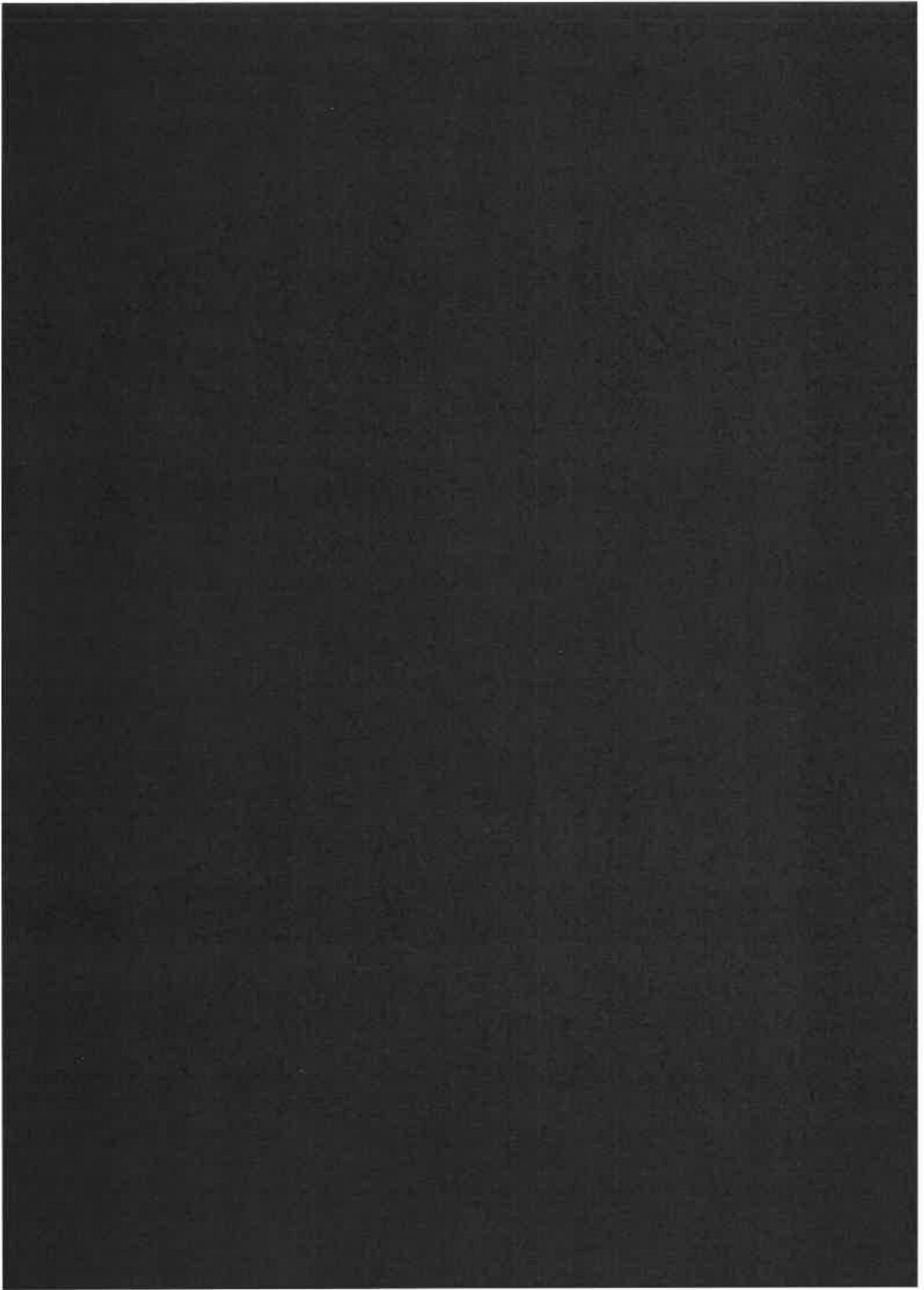
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the 1990s, the number of people in the UK who are aged 65 and over has increased from 10.5 million to 13.5 million (1990-2000).

There is a growing awareness of the need to address the needs of older people in the UK. The Department of Health (2000) has published a strategy for older people, which sets out a vision for the future of older people's services. The strategy is based on the following principles:

- Older people should be able to live independently and actively in their own homes.
- Older people should be able to access the services and support they need to live well.
- Older people should be able to participate in the decisions that affect their lives.

The strategy also sets out a number of key objectives for the future of older people's services.

- To ensure that older people have access to the services and support they need to live well.
- To ensure that older people are able to participate in the decisions that affect their lives.
- To ensure that older people are able to live independently and actively in their own homes.

The strategy also sets out a number of key actions that need to be taken to achieve these objectives.

- To ensure that older people have access to the services and support they need to live well, the following actions need to be taken:
  - To improve the quality of care and support provided to older people.
  - To ensure that older people are able to access the services and support they need to live well.

The strategy also sets out a number of key actions that need to be taken to ensure that older people are able to participate in the decisions that affect their lives.

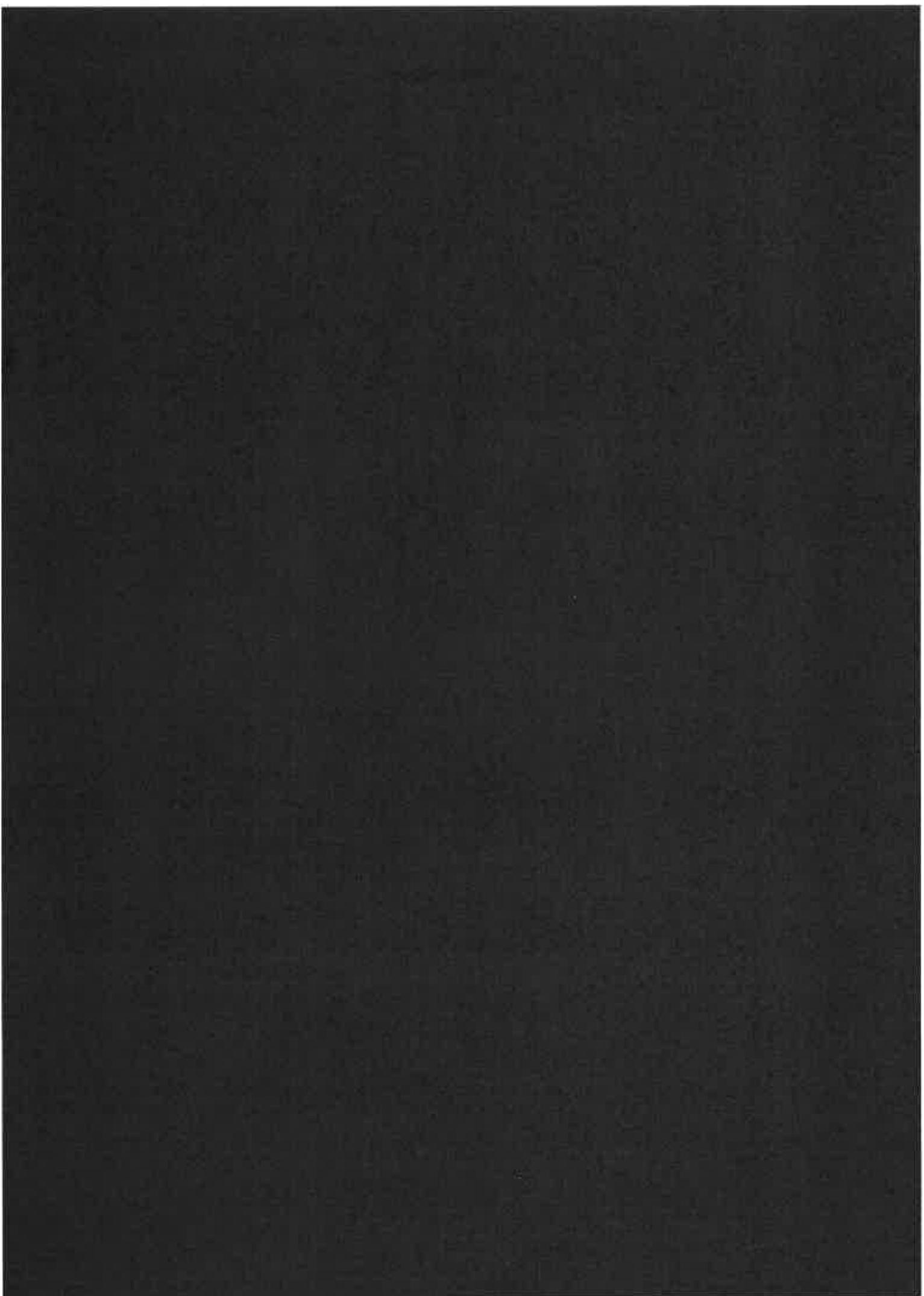
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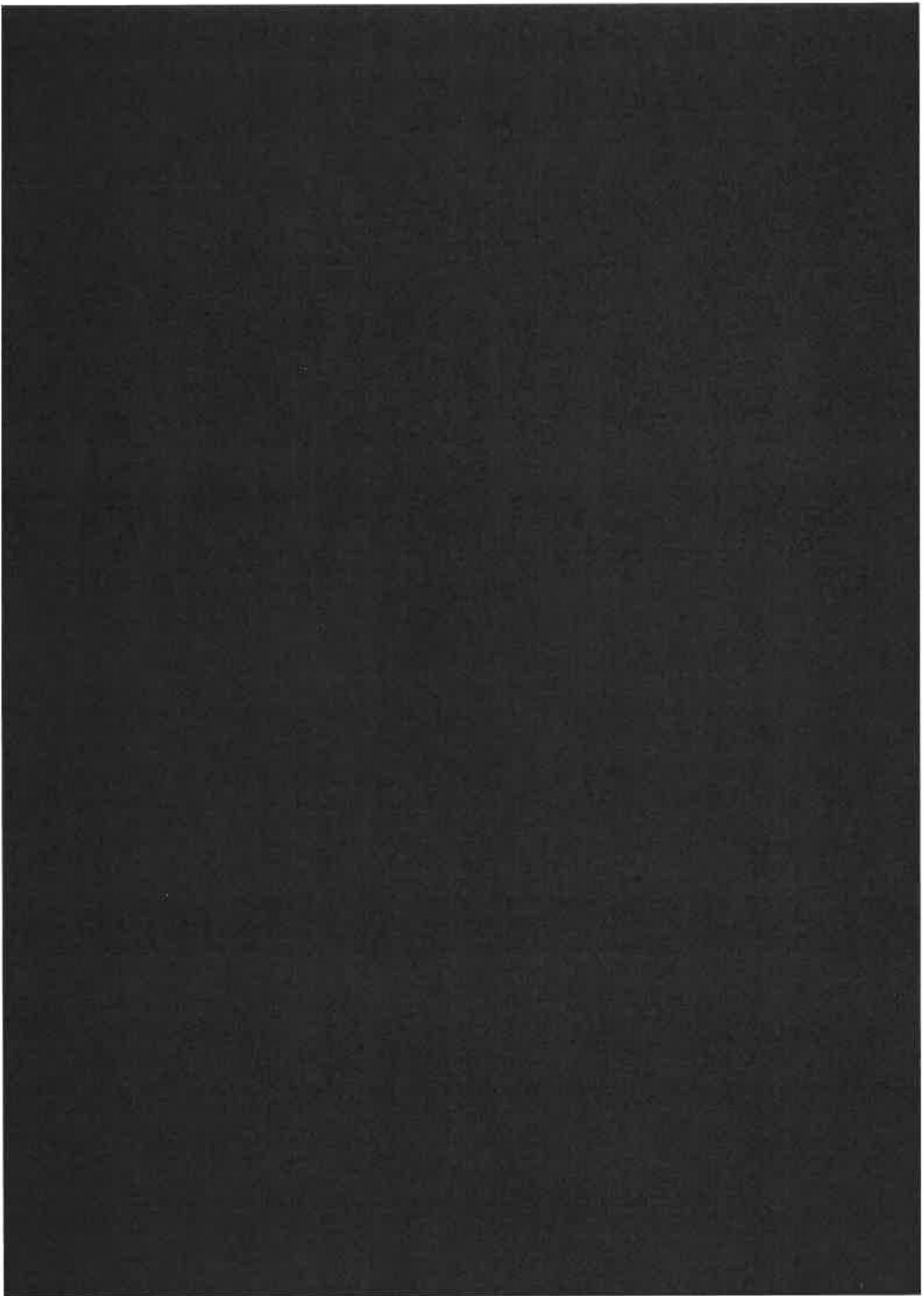


The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial statements. This includes not only sales and purchases but also expenses, income, and any other financial activity. The text suggests that a consistent and thorough record-keeping system is essential for identifying trends, managing cash flow, and providing a clear picture of the company's financial health to stakeholders.

Next, the document addresses the role of internal controls in preventing errors and fraud. It outlines several key components of an effective internal control system, such as segregation of duties, regular reconciliations, and the use of standardized procedures. The author notes that while these controls may seem like administrative burdens, they are crucial for protecting the company's assets and ensuring the reliability of its financial reporting. The text also touches upon the importance of training employees on these controls to ensure they are understood and followed correctly.

The third section of the document focuses on the importance of transparency and communication in financial management. It argues that clear and timely communication of financial information is vital for building trust with investors, creditors, and other interested parties. The text encourages the use of clear, concise language in financial reports and the avoidance of unnecessary complexity or jargon. Additionally, it highlights the value of regular financial reviews and the opportunity to address any concerns or questions that may arise from the data.

Finally, the document concludes by emphasizing the long-term benefits of sound financial management practices. It states that a strong financial foundation is essential for the success and sustainability of any business. By implementing the principles discussed throughout the document, companies can improve their financial performance, reduce risk, and position themselves for future growth. The author ends with a call to action, encouraging readers to take the time to review their current financial practices and make any necessary adjustments to ensure they are on the right track.





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There are a number of reasons for this increase. One of the main reasons is the increasing demand for health care services. The population of the UK is ageing, and there is a growing number of people with chronic conditions such as heart disease, diabetes, and asthma. This has led to an increase in the number of people who are admitted to hospital and the length of their stays.

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There is a growing awareness of the need to address the needs of older people, and the UK Government has set out a strategy for the 21st century (Department of Health 1999). The strategy is based on the concept of 'active ageing', which is defined as 'the process of optimising opportunities for health, participation in society, and security in old age' (Department of Health 1999, p. 1).

The strategy is based on three pillars: health, participation and security. Health is defined as 'the state of being free from disease and disability, and the ability to perform the activities of daily living' (Department of Health 1999, p. 1). Participation is defined as 'the ability to take part in the activities of daily living, and to contribute to society' (Department of Health 1999, p. 1). Security is defined as 'the ability to meet the needs of old age, and to live in a safe and secure environment' (Department of Health 1999, p. 1).

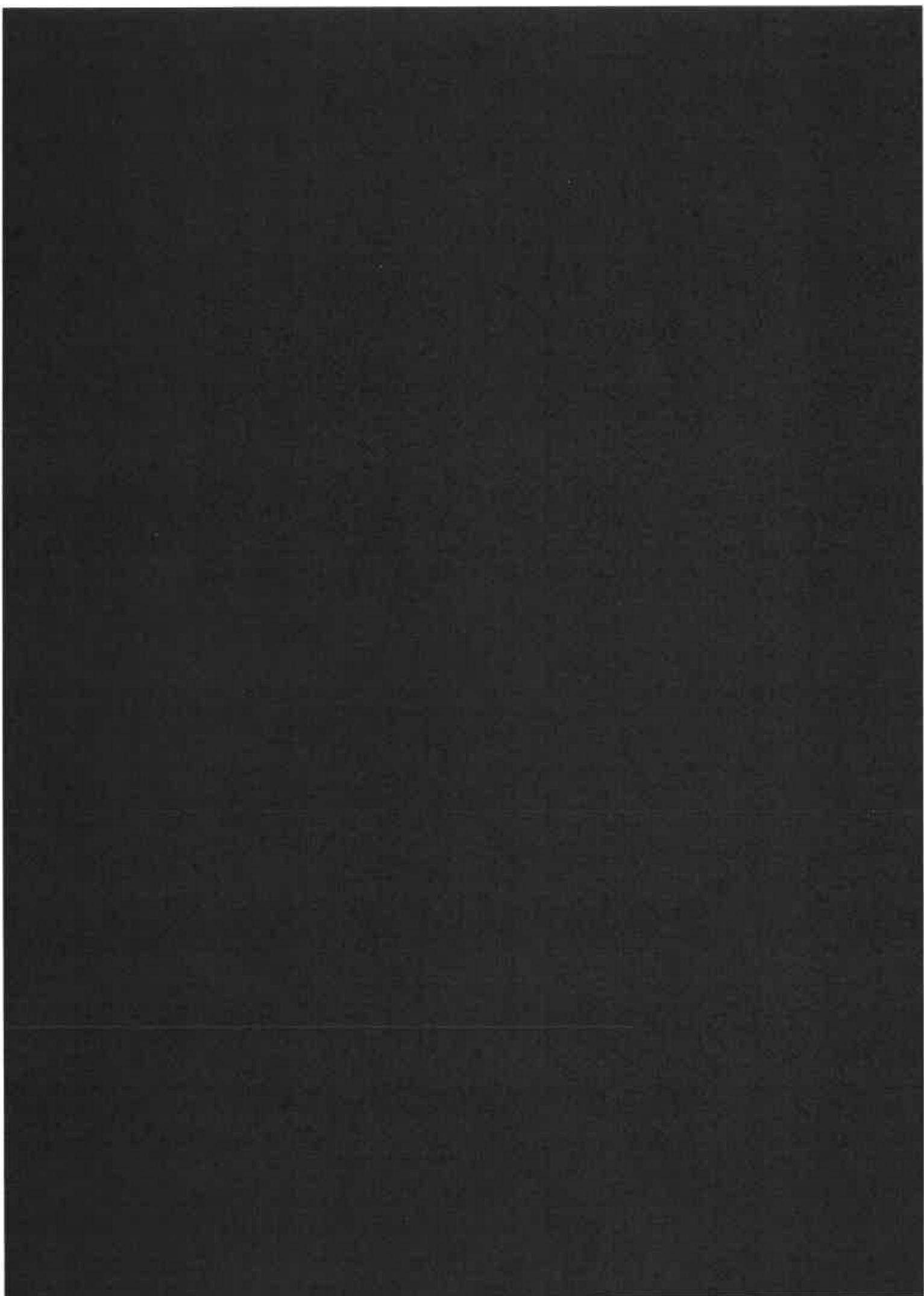
The strategy is based on the principle that older people should be able to live independently and actively in their own homes for as long as possible. This requires a range of services and support, including health care, social care, housing, and transport. The strategy also emphasizes the importance of promoting the health and well-being of older people, and of encouraging them to participate in the activities of daily living.

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## **Appendix B – Tender Specification**

### **Background**

It is a priority of the Department for Business, Energy and Industrial Strategy (BEIS) to deliver the commitments of the Industrial Strategy White Paper ([link](#)) of November 2017. The Industrial Strategy was launched with the objective of improving living standards and deliver economic growth to all parts of the country. The Places foundation of the Industrial Strategy includes several policies, but the closest to this project are three proposals: to agree Local Industrial Strategies with local areas, to undertake a review of the roles and governance of Local Enterprise Partnerships, and the development of a UK Shared Prosperity Fund. These are briefly referenced below.

Local areas in England have been invited to agree local industrial strategies with central government, demonstrating how will local areas prioritise long-term opportunities and challenges to achieve higher productivity locally. As stated in the Policy Prospectus ([link](#)) local industrial strategies will allow places to make the most of their distinctive strengths and better coordinate economic policy at the local level. They ought to be based on clear evidence and aligned to the national industrial strategy. Therefore there is a need to support those developing local industrial strategies in understanding their comparative performance in a national context.

Government will aim to agree local industrial strategies across England by early 2020. This policy is driven by the Cities and Local Growth Unit which is a cross government unit between BEIS and the Ministry for Housing, Communities and Local Government (MHCLG). The same Cities and Local Growth unit has been previously responsible for delivering various devolution policies including Growth Deals ([link](#)).

The Industrial Strategy sets out plans to launch a UK Shared Prosperity Fund following the UK's departure from European Union. Consultations for this fund are ongoing but it has been linked to the commitment of continuing to fund commitments signed prior to leaving the EU. In recognition of this, the policy prospectus expects the local industrial strategies will help local areas maximise the long-term impact of the UK Shared prosperity fund, once details about it are agreed and announced. Such possible role for local industrial strategies requires a benchmark of comparative economic performance across local areas that is common, consistent, and transparent.

Since 2010 Local Enterprise Partnerships have been delivering local growth and increasing local productivity through their management of the Growth Deals, and other policies channelled through them. Local Enterprise Partnerships are private-sector led partnerships between businesses and local public sector bodies. They bring private-sector expertise into local economic decision making and their geographies, currently being revisited, aim to provide simplicity, accountability and practicability. Following commitments of the national Industrial strategy, the 'Strengthened Local Enterprise Partnerships review' was published in July 2018 ([link](#)). This review sets out how the Government will work with local enterprise partnerships to strengthen leadership and capability, improve accountability and manage risk, and provide clarity on their geographical boundaries.

Amongst commitments of the Strengthened Local Enterprise Partnerships review is to publish an annual economic outlook to measure economic performance across all Local Enterprise Partnerships. This is in acknowledgement that comparative economic performance is best evaluated using common transparent indicators, offering a representative framework (see e.g. [Mavric and Bobek \(2015\)](#)) whilst at the same time reducing a need for 38 Local Enterprise Partnerships to commission their own independent analysis, thus avoiding fragmentation and duplication, for example the National Audit Office found that "21% of LEPs do not have arrangements in place to ensure the quality and accuracy of monitoring information" ([link](#)).

In summary, the proposed Economic Outlook of Local Enterprise Partnerships is to provide a comprehensive assessment of the determinants of economic performance of geographies

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corresponding to local enterprise partnerships, across a range of indicators aligned to the structure of the national Industrial Strategy.

The first edition of the Outlook will follow international practice, such as the OECD Regions at a Glance, that follows 40 indicators arranged as 11 dimensions of regional wellbeing.

The successful contractor will establish what indicators should be used for local economic performance, and whether they are reliably available for local enterprise partnerships in England. The final selection of indicators should be arranged along the foundations of the Government's Industrial Strategy (people, ideas, infrastructure and business environment).

In addition to data collation and curation within the UK, the Economic Outlook of Local Enterprise Partnerships will offer analytical commentary to draw out significant strengths/weaknesses and comparisons from the indicators presented as well as describe any qualitative factors or specific local intelligence that is useful.

Examples of economic outlook reports produced for other purposes but following a similar structure of relevant indicators arranged along defined dimensions are: the OECD Cities at a Glance ([link](#)) or the OECD Science Technology and Industry Outlook. Contractors are encouraged to offer their own proposals for UK local enterprise partnership geographies.

### Aims

To provide a comprehensive assessment of economic performance across a range of indicators aligned to the Industrial Strategy suited to the geographies of local enterprise partnerships.

A shared understanding of what determines economic performance in these geographies will be vital to their success as strategic delivery bodies for future Government investment, as committed in the Industrial Strategy White Paper and its delivery policies.

### Objectives

1. To develop a framework of indicators that independently measure the economic performance of local enterprise partnership areas, grouped in dimensions that reflect the foundations of the Government's Industrial Strategy (people, ideas, infrastructure and business environment).
2. To provide explanatory commentary of the suitability of the indicators to uniquely reflect one or more dimensions (foundations of the Industrial Strategy), and where possible and relevant identify relationships between indicators and/or dimensions (foundations).
3. To carry out a comparative analysis of economic performance of these geographies, as demonstrated by this framework, aiming to give a national picture of regional disparities.

Ideally the benchmark should aim to provide evidence of the geographical distribution of comparative advantages of each local area and the extent to which these explain overall economic performance. This will provide BEIS with a systemic review of local economies in England to ensure a national context of local economic performance.

A standardised assessment of the relative economic performance of each local enterprise partnership area can usefully inform institutional delivery plans and annual reports of Local Enterprise Partnerships as delivery bodies.

### List of possible indicators for framework

- **Ideas:** R&D Expenditure; R&D tax credit; Intellectual Property protection (e.g. patents by patentee); Knowledge exchange/ collaboration (e.g. consultancy income)
- **People:** Participation in Higher Education (e.g. undergraduate qualifiers in STEM and non-STEM); Migration patterns (e.g. % of working age population)

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- **Infrastructure:** Broadband infrastructure (e.g. average download speeds); transport connectivity links (e.g. Journey time between key hubs- within and outside LEP area); housing affordability (supply and value), carbon emissions, flood risk
- **Business Environment:** rate of start-ups and start-up survival rates; enterprise per 1,000 residents; Industrial structure & cluster development; Uptake of business finance; Management practices; % of exporting businesses, water scarcity

The Outlook should also consider the availability and relevance of indicators of inclusive growth, deprivation, the distribution of productivity across businesses and issues facing SMEs e.g. access to business support and finance.

These are suggested indicators that can be used in developing the framework, and bidders are encouraged to submit their own, there are multiple examples of outlooks available at different geographical levels and for different thematic purposes that can be used as examples of good practice (OECD, EU, Enterprise Research Centre, Smart Specialisation Hub) that the contractor should consider in developing their own

### **Suggested Methodology**

This research will run in two phases. Below is a suggested methodology for each phase. We would welcome bidder's alternative suggestions providing that they also meet the project aims and objectives. Bidders should also justify why they have suggested an alternative approach.

#### **Phase 1**

To collate and curate data from existing sources, considering availability and suitability to reflect a geography corresponding to a local enterprise partnerships.

Suggested sources include but are not limited to:

- Official statistics from the ONS and administrative sources
- One-off studies
- Those offered through the steering group of the project
- National and international sources (e.g. OECD, BEIS' Enterprise Research Centre, Smart Specialisation Hub, UKRI, the LEP Network...)

This phase will also include developing a framework with selected indicators that suitably reflect performance in the local geography, arrange them along dimensions corresponding to the foundations of the national Industrial Strategy, and agree a narrative to relate indicators to dimensions (if for example an indicator could belong to more than one foundation), and propose what are the likely influences of the indicators on the overall dimension (positive, negative, ambiguous, and why).

The expected output of this phase is to identify what data can link the levels of economic performance (e.g. productivity) to determinants of that performance at the geographical level of a local enterprise partnership. Then develop a performance framework that best represents performance – including but not exclusively, productivity.

It is expected that this phase will reveal where the gaps are for certain indicators at regional/LEP level and potentially identify how these gaps could be filled.

It is important to note that we do not expect new data collection for this Outlook but a suitable benchmarking framework that builds on freely available information so that local partners as well as the Government and the public can work with the framework without additional cost. Contractors may find new data manipulation techniques (data science) can offer new ways of using existing data to represent an indicator. These innovations could be considered alongside standard measures

Current definitions of local enterprise partnership geographies and boundaries should be used for this phase. Under recommendations in the Strengthened Local Enterprise

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Partnerships review, these definitions are being revised to remove any overlaps and reconsider the most effective size and scale to operate. The outcomes of this boundaries review will not be available before the first edition of the Local Enterprise Partnerships Economic Outlook.

The steering group of this project will provide the contractor with a springboard to reach out to stakeholders such as the LEP Network, the ONS, Government departments and their analysts, academics, and OGDs for guidance on identifying the indicators and for advice on a narrative.

### **Phase 2**

Following the successful development of a framework, Phase 2 will deliver a report in the most suitable format to present the project's findings.

We expect this to have adequate branding, infographics, and separately include an excel file with indicators arranged by dimensions corresponding to the foundations of the Government's Industrial Strategy (people, ideas, infrastructure and business environment). The final report will provide a flowing narrative of the geography of economic performance in England, considering how geographical disparities in the distribution of dimensions/foundations explain the overall performance of geographical areas corresponding to the current local enterprise partnership boundaries.

### **Deliverables**

The contractor is to ensure the following research resources and awareness tools are included in the costings for this project:

- Excel file with indicators
- Infographics
- Quality assured report
- Presentation at a BEIS internal seminar

The contractor expects an inception meeting in Week 0 and subsequent steering group meetings every 4 weeks, with project management conference calls in the interim fortnight.

Phase 1 Start – 22<sup>nd</sup> February 2019

Phase 1 End – 22<sup>nd</sup> April 2019

Phase 2 Start – 29<sup>th</sup> April 2019

Phase 2 End – 29<sup>th</sup> May 2019

### **Publication**

The final report for this research / evaluation project must be formatted according to BEIS publication guidelines, therefore within the Research paper series template and adhering to BEIS accessibility requirements for all publications on GOV.UK. The publication template will be provided by the project manager. Please ensure you note the following in terms of accessibility:

#### **Checklist for Word accessibility**

Word documents supplied to BEIS will be assessed for accessibility upon receipt. Documents which do not meet one or more of the following checkpoints will be returned to you for re-working at your own cost.

- document reads logically when reflowed or rendered by text-to-speech software

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- **language is set to English (in File > Properties > Advanced)**
- **structural elements of document are properly tagged (headings, titles, lists etc)**
- **all images/figures have either alternative text or an appropriate caption**
- **tables are correctly tagged to represent the table structure**
- **text is left aligned, not justified**
- **document avoids excessive use of capitalised, underlined or italicised text**
- **hyperlinks are spelt out (e.g. in a footnote or endnote)**
- **Datasets to support those to be published in the final report must be provided in an accessible format (CSV; Excel) on submission of the report.**

