Invitation to Quote

Invitation to Quote (ITQ) on behalf of UK Research and Innovation (UKRI)

Subject: UKRI / Innovate UK Diversity Campaign Content Agency

Sourcing Reference Number: UK SBS PS18171

UKSBS
Shared Business Services

UK Shared Business Services Ltd (UK SBS)

www.uksbs.co.uk

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Section 1 – About UK Shared Business Services

Putting the business into shared services

UK Shared Business Services Ltd (UK SBS) brings a commercial attitude to the public sector; helping our Contracting Authorities improve efficiency, generate savings and modernise.

It is our vision to become the leading service provider for the Contracting Authorities of shared business services in the UK public sector, continuously reducing cost and improving quality of business services for Government and the public sector.

Our broad range of expert services is shared by our Contracting Authorities. This allows Contracting Authorities the freedom to focus resources on core activities; innovating and transforming their own organisations.

Core services include Procurement, Finance, Grants Admissions, Human Resources, Payroll, ISS, and Property Asset Management all underpinned by our Service Delivery and Contact Centre teams.

UK SBS is a people rather than task focused business. It's what makes us different to the traditional transactional shared services centre. What is more, being a not-for-profit organisation owned by the Department for Business, Energy & Industrial Strategy (BEIS), UK SBS' goals are aligned with the public sector and delivering best value for the UK taxpayer.

UK Shared Business Services Ltd changed its name from RCUK Shared Services Centre Ltd in March 2013.

Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business, Energy and Industrial Strategy (BEIS) transition their procurement to UK SBS and Crown Commercial Services (CCS – previously Government Procurement Service) agree a Memorandum of Understanding with UK SBS to deliver two major procurement categories (construction and research) across Government.

UK SBS currently manages £700m expenditure for its Contracting Authorities.

Our Contracting Authorities who have access to our services and Contracts are detailed here.

Section 2 – About the Contracting Authority

UK Research and Innovation

Operating across the whole of the UK and with a combined budget of more than £6 billion, UK Research and Innovation represents the largest reform of the research and innovation funding landscape in the last 50 years.

As an independent non-departmental public body UK Research and Innovation brings together the seven Research Councils (AHRC, BBSRC, EPSRC, ESRC, MRC, NERC, STFC) plus Innovate UK and a new organisation, Research England.

UK Research and Innovation ensures the UK maintains its world-leading position in research and innovation. This is done by creating the best environment for research and innovation to flourish.

For more information, please visit: www.ukri.org

Innovate UK

Innovate UK drives productivity and economic growth by supporting businesses to develop and realise the potential of new ideas.

We connect businesses to the partners, customers and investors that can help them turn ideas into commercially successful products and services and business growth.

We fund business and research collaborations to accelerate innovation and drive business investment into R&D. Our support is available to businesses across all economic sectors, value chains and UK regions.

Innovate UK is part of UK Research and Innovation.

For more information visit www.innovateuk.ukri.org

Section 3 - Working with the Contracting Authority.

In this section you will find details of your Procurement contact point and the timescales relating to this opportunity.

	Section 3 – Contact details	
3.1	Contracting Authority Name and address	UK Research and Innovation (UKRI), Polaris House, North Star Avenue, Swindon, SN2 1FL
3.2	Buyer name	Sharon West
3.3	Buyer contact details	professionalservices@uksbs.co.uk
3.4	Maximum value of the Opportunity	Total contract value shall not exceed £90,000.00 per year exclusive of VAT. For the avoidance of doubt the maximum value of this contract should the full 2 years be utilised would be £180,000.00 exclusive of VAT.
3.5	Process for the submission of clarifications and Bids	**All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available [here]. Please note submission of a Bid to any email address including the Buyer will result in the Bid not being considered.**

	Section 3 - Timescales	
3.6	Date of Issue of Contract Advert and location of original Advert	15/06/2018
3.7	Latest date/time ITQ clarification questions shall be received through Emptoris messaging system	21/06/2018 @ 14:00hrs GMT
3.8	Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris	26/06/2018 @ 14:00hrs GMT
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	03/07/2018 @ 14:00hrs GMT
3.10	Date/time Bidders should be available for Interview	10/07/2018
3.11	Anticipated notification date of successful and unsuccessful Bids	13/07/2018
3.12	Anticipated Award date	13/07/2018
3.13	Anticipated Contract Start date	01/08/2018
3.14	Anticipated Contract End date	31/07/2019 with the option to extend for a further 12 months (1+1)
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Brief for diversity campaign content agency

The communications mission of Innovate UK is to ensure that it is recognised and respected as the organisation uniquely positioned to accelerate UK economic growth by driving innovation.

This includes ensuring that it explains its role and activities clearly, accessibly and in an engaging and inspiring way.

Innovate UK is seeking a design agency to provide campaign content building on an ongoing basis to fulfil our business needs. This tender includes the creative development, production and delivery of content only. Any PR requirements are included in separate contracts.

The successful agency may produce content for:

1) Innovate UK
2) Industrial Strategy Challenge Fund delivered by UK Research and Innovation

Innovate UK – who we are and what we do

Having spent its first 6 years as the Technology Strategy Board, the company was renamed Innovate UK in October 2014.

Innovate UK drives productivity and economic growth by supporting businesses to develop and realise the potential of new ideas.

We connect businesses to the partners, customers and investors that can help them turn ideas into commercially successful products and services and business growth.

We fund business and research collaborations to accelerate innovation and drive business investment into R&D. Our support is available to businesses across all economic sectors, value chains and UK regions.

Innovate UK is part of UK Research and Innovation.

Innovate UK remains a brand within UKRI and has a unique position. Our mission is to support businesses while the other brands within UKRI are primarily focused on research-based organisation such as universities and research and technology organisations. As the only member organisation that communicates with businesses first, it is important that we make this distinction very clear in our branding. Our updated Brand guidelines were published in May 2018 (see appendix 1)

Our website

Our YouTube channel

Our Twitter channel

Agency support

We have a package of requirements to support our campaign development over the coming 24 months.

The agency appointed will develop creative digital and print solutions to support the creative application of the Innovate UK. They will provide assets to use across our digital channels and offline. This will include short-form video, copywriting and editorial, design and print of web enabled PDFs, print brochures, social media assets and graphics and commissioned photography.

The agency will be commissioned to provide high quality content for key projects throughout the year.

Specific campaigns under the Innovate UK brand include:

- [Women in innovation](#)
- [Ideas mean business](#)
- Brand awareness raising
- To market our core offer to business through open funding and [loans](#)

Our audiences

As part of our digital content strategy work we have identified 3 personas:

1. Primary – operating entrepreneur
2. Secondary - aspiring entrepreneur
3. Secondary – influencer

The persona profiles are included in Appendix 2.

Our content is published on: GOV.UK [Our lead website](#).

Monthly stats:

- 72k unique visitors
- 203k page views
- 76% returning/24% new

Blog [Our blog](#)

Monthly stats:

- 8k users
- 15k page views
- 73% returning/42% new

Email

We have a significant customer database we use for promotion.

YouTube [Our YouTube channel](#)

Total stats:

- 590k views
- 971,000 minutes

Twitter

Our [Twitter channel](#) is our most important social channel and our audience has doubled in the last 12 months to over 100k followers.

We also use LinkedIn and Facebook to a lesser extent.

In addition we frequently use active promotion tactics through a specialist agency, including creating links to, or placements of, our material with other online partners.

Industrial Strategy Challenge Fund

The appointed agency may also support the creative development, production and delivery of content to support campaigns run to support the Industrial Strategy Challenge Fund.

The government is investing £1.7 billion over 4 years in technologies that will transform existing industries and create new ones. It aims to bring researchers and businesses together to exploit areas where the UK has research expertise and the capacity to develop it commercially.

The ISCF is a flagship programme for the newly formed UK Research and Innovation.

Find out [more](#)

The ISCF provides funding to both researchers and businesses. This could be in the form of support for individual projects where participants work alone or for collaborative projects involving a mix of businesses, researchers and research and technology organisations. Funding could also be used to set up centres that enhance the UK's ability to develop and commercialise new technologies.

The ISCF is central to government's industrial strategy announced in the November 2017 white paper, Industrial Strategy: Building a Britain fit for the future. It commits government to raise total research and development investment to 2.4% of GDP by 2027 – a potential £80 billion of investment in advanced technology over the next decade.

Innovate UK's communications team is responsible for delivering the communications for the ISCF on behalf of UKRI as a whole.

Several campaigns are being planned to support the ISCF.

Industrial Strategy branding

There is an Industrial Strategy brand which is managed by the Department for Business, Energy and Industrial Strategy (BEIS). BEIS is the government department that sponsors the work of and funds UKRI and Innovate UK.

For communications and content within the ISCF campaigns the Industrial Strategy and UKRI branding are currently being used exclusively.

This brand is still in development. A copy of the existing brand guidelines can be found in Appendix 3

Content projects in this tender

We produce in excess of 700 pieces of content a year. These are primarily digital pieces of content and include video, twitter cards, graphics, slides, publications, blog posts, email newsletters and banners, and marketing collateral for events.

There are a number of different campaign content projects that we may produce for a 12 month period. They include:

- Short-form video - maximum of 8 x variable running time (15 second to 2 minute)
- Design & print projects - maximum of 5 brochures (pagination of up to 32pp)
- Copywriting and editorial projects
- Social media assets
- Brand photography

In this contract we are looking for a supplier that can produce top quality content utilising the appropriate guidelines and assets. The agency will use their creative expertise to take the refreshed approach and develop this further, taking it to the next level. Each specific campaign will have a detailed creative brief for the agency to quote against, specific deliverables will vary dependent on the creative approach selected.

The agency will provide services including:

- Short-form video to support campaign launches and development
  - including creative concept, pre- and post- production
  - scriptwriting and editing, voiceover commissions, sourcing music
  - supply of supporting assets such as thumbnails, stills, and captioned version
  - direction and interviewing where needed
  - obtaining all releases and location permissions
  - including animation and motion graphics where appropriate
- Copywriting and editorial content to support campaign development
  - across multiple channels and for multiple purposes including websites, publications, marketing on and off-line
  - applying house style and brand rules
  - iterating as need from draft through to publication
  - calling on journalistic, corporate and marketing copywriting styles as and where needed
- Design & print for online and offline publications to include:
  - x 3 creative concepts for each job unless there is already a template

- application of existing style templates
- design and artwork of chosen design route
- to include up to 6 routes of amends per publication
- picture research from the Innovate UK asset library (as our preference although stock is used occasionally)
- commissioned photography (where budget is available)
- proofreading and copywriting
- supply of standard deliverables for publications
- supply of any print requirements (usually short run typically 300-500 with delivery to 2 addresses)
- Design of campaign social media assets and graphics
  - applying brand guidelines and house style
  - recommending most effective formats
  - effective copywriting
  - production and supply in relevant formats
- Commissioned campaign brand photography
  - delivery to brief and brand

Standard deliverables for a project within this contract may include:

- 2-4 video versions – high res/low res/subtitled/standard edit for youtube plus other edits for different channels
- animated gifs
- 4-5 video and publication thumbnails for different channels
- curated selection of commissioned photography for our asset library
- video transcript
- web-enabled pdf for online
- banners for campaign events
- copy written for different channels – website and social primarily
- print pdf
- graphics from publication repurposed for social media
- animated gifs
- others depending on campaign objectives

Working approach

We expect the agency to work collaboratively with the in-house Innovate UK content team – specifically liaising with the content strategy and development manager and brand and content coordinator on all aspects of the creative development and on the delivery of assets.

We expect to have a pre-production meeting (or kick-off call) before each job starts – to discuss the brief, creative ideas and agree the approach.

We expect the agency to be responsible for:

- agreeing the scope of work at each pre-production meeting or call
- creative concept and development - this should allow for 2 rounds of amends before final sign-off and application to the final design route (where there is a template the design agency will use this)
- understanding Innovate UK needs by researching our channels and formats required
- agree a final list of deliverables with Innovate UK for each project

- agree a schedule with milestones with Innovate UK for each project
- take part in update calls with the brand & content co-ordinator for regular project updates – frequency to be agreed
- collection of existing assets through the Flowzone asset library
- production of all assets to our standards – this will mean ensuring that Innovate UK naming conventions and publishing processes are referenced and researched
- upload of final assets to Flowzone

Innovate UK will sign off on development before asset delivery commences.

<u>Supporting administration</u>

Each of the projects will be managed using our project management system – Flowzone. This will involve uploading:

- quotes
- design concepts
- proofs and development work
- updating the job with work in progress and status updates
- managing schedule updates
- uploading correctly named final assets on approval
- uploading final costs for approval before invoice
- submitting final invoices for approval

We anticipate an average of 2.5 hours of work per project. This should be included in your pricing. We do not pay for meetings and would expect to hold a pre-production meeting before the project kicks off and regular calls to update on production progress. This should be included in your overall project costings.

Note: final assets may vary depending on the specific needs for each job and part of the project involves uploading of tagged assets to Innovate UK's asset library.

Service levels and KPIs

We will agree key performance indicators and service levels with the selected agency.

These will cover our expectations on:

- creative quality
- project management leading to delivery on time and to budget – utilising an agreed project plan with milestone dates
- responsiveness
- pace of work and flexibility
- effectiveness of approach to working with Innovate UK

Innovate UK has standard processes for project management and workflow and the agency will need to work to these. On appointment you should plan to attend an 'onboarding session' where the agency production team and Innovate content team will

discuss these processes. Training will be given on our project management and asset library systems via a suite of videos, further advice can be given as required

Budgets and prices

The budgets and prices in this specification are indicative and are not a commitment to spend. As a public sector body we welcome any efforts to get better value for money without compromising on quality and timeframes.

The maximum value of work included in this tender is £90,000 excluding VAT for year 1 of the contract. We will operate on a project by project budgeting process with a separate brief for each project and purchase order as and when the work is awarded.

Duration

The contract will be offered for an initial period of a year from August 2018 to July 2019, with an option to renew for a further year. Within the contract period there will be quarterly reviews and a two-month notice period on either side.

Terms and Conditions

Bidders are to note that any requested modifications to the Contracting Authority Terms and Conditions on the grounds of statutory and legal matters only, shall be raised as a formal clarification during the permitted clarification period.

Section 5 – Evaluation model

The evaluation model below shall be used for this ITQ, which will be determined to two decimal places.

Where a question is 'for information only' it will not be scored.

The evaluation team may comprise staff from UK SBS and the Contracting Authority and any specific external stakeholders the Contracting Authority deems required. After evaluation the scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 (5+5+6 =16÷3 = 5.33)

Pass / fail criteria		
Questionnaire	**Q No.**	**Question subject**
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	SEL3.11	Compliance to Section 54 of the Modern Slavery Act
Commercial	SEL3.12	Cyber Essentials
Commercial	SEL3.13	General Data Protection Regulations (GDPR)
Commercial	AW4.1	Contract Terms Part 1
Commercial	AW4.2	Contract Terms Part 2
Price	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Quality	AW6.1	Compliance to the Specification
Quality	AW6.2	Variable Bids
Price	AW6.3	Maximum Budget
Quality	AW6.4	Non Disclosure Agreement
-	-	Invitation to Quote – received on time within e-sourcing tool

Scoring criteria

Evaluation Justification Statement

In consideration of this particular requirement the Contracting Authority has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. The Contracting Authority considers these weightings to be in line with existing best practice for a requirement of this type.

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	**20%**
Quality	PROJ1.2	Understanding the Brief	**20%**
Quality	PROJ1.3	Project Team	**5%**
Quality	PROJ1.5	Collaborative Working	**15%**
Quality	PROJ1.6	Project Management	**20%**
Quality	PROJ1.8	Interview	**20%**

Evaluation of criteria

Non-Price elements

Each question will be judged on a score from 0 to 100, which shall be subjected to a multiplier to reflect the percentage of the evaluation criteria allocated to that question.

Where an evaluation criterion is worth 20% then the 0-100 score achieved will be multiplied by 20**%.**
Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation:
Score = {weighting percentage} x {bidder's score} = 20% x 60 = 12

The same logic will be applied to groups of questions which equate to a single evaluation criterion.

The 0-100 score shall be based on (unless otherwise stated within the question):

0	The Question is not answered or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the question.
20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the selection question requirements with deficiencies apparent. Some useful evidence provided but response falls well short of expectations. Low probability of being a capable supplier.
60	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire.
80	Good response which describes their capabilities in detail which provides high levels of assurance consistent with a quality provider. The response includes a full description of techniques and measurements currently employed.
100	Response is exceptional and clearly demonstrates they are capable of meeting the requirement. No significant weaknesses noted. The response is compelling in its description of techniques and measurements currently employed, providing full assurance consistent with a quality provider.

All questions will be scored based on the above mechanism. Please be aware that the final score returned may be different as there may be multiple evaluators and their individual scores will be averaged (mean) to determine your final score.

Example
Evaluator 1 scored your bid as 60
Evaluator 2 scored your bid as 60
Evaluator 3 scored your bid as 40
Evaluator 4 scored your bid as 40
Your final score will (60+60+40+40) ÷ 4 = 50

Price elements will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100.
All other bids shall be scored on a pro rata basis in relation to the lowest price. The score is then subject to a multiplier to reflect the percentage value of the price criterion.

For example - Bid 1 £100,000 scores 100.
Bid 2 £120,000 differential of £20,000 or 20% remove 20% from price scores 80
Bid 3 £150,000 differential £50,000 remove 50% from price scores 50.
Bid 4 £175,000 differential £75,000 remove 75% from price scores 25.
Bid 5 £200,000 differential £100,000 remove 100% from price scores 0.
Bid 6 £300,000 differential £200,000 remove 100% from price scores 0.
Where the scoring criterion is worth 50% then the 0-100 score achieved will be multiplied by 50.

In the example if a supplier scores 80 from the available 100 points this will equate to 40% by using the following calculation: Score/Total Points multiplied by 50 (80/100 x 50 = 40)

The lowest score possible is 0 even if the price submitted is more than 100% greater than the lowest price.

Section 6 – Evaluation questionnaire

Bidders should note that the evaluation questionnaire is located within the **e-sourcing questionnaire.**

**Guidance on completion of the questionnaire is available
at http://www.uksbs.co.uk/services/procure/Pages/supplier.aspx**

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

DO:

7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.

7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions. Unless formally requested to do so by UK SBS e.g. Emptoris system failure

7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.

7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission we may reject your Bid.

7.5 Do ensure you utilise the Emptoris messaging system to raise any clarifications to our ITQ. You should note that we will release the answer to the question to all Bidders and where we suspect the question contains confidential information we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution

7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.

7.7 Do consider who the Contracting Authority is and what they want – a generic answer does not necessarily meet every Contracting Authority's needs.

7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.

7.9 Do provide clear, concise and ideally generic contact details; telephone numbers, e-mails and fax details.

7.10 Do complete all questions in the questionnaire or we may reject your Bid.

7.11 Do check and recheck your Bid before dispatch.

What makes a good bid – some simple do not's ☹

DO NOT

7.12   Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.

7.13   Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.

7.14   Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.

7.15   Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Contracting Authority to discuss your Bid. If your Bid requires clarification the Buyer will contact you. All information secured outside of formal Buyer communications shall have no Legal standing or worth and should not be relied upon.

7.16   Do not contact any UK SBS staff or the Contracting Authority staff without the Buyers written permission or we may reject your Bid.

7.17   Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.

7.18   Do not offer UK SBS or the Contracting Authority staff any inducement or we will reject your Bid.

7.19   Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.

7.20   Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.

7.21   Do not exceed word counts, the additional words will not be considered.

7.22   Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

7.23   All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool must be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.

7.24   Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool.   Where they are not permissible any attachments submitted will not be considered as part of the evaluation process.

7.25   Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.

7.26   Any Contract offered may not guarantee any volume of work or any exclusivity of supply.

7.27   We do not guarantee to award any Contract as a result of this procurement

7.28   All documents issued or received in relation to this procurement shall be the property of the Contracting Authority. / UKSBS.

7.29   We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.

7.30   If you are a Consortium you must provide details of the Consortiums structure.

7.31   Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.

7.32   Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public

7.33   Your bid will be valid for 60 days or your Bid will be rejected.

7.34   Bidders may only amend the contract terms during the clarification period only, only if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract terms without such grounds and the Contracting Authority fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.

7.35   We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.

7.36   If you fail mandatory pass / fail criteria we will reject your Bid.

7.37   Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.

7.38   Bidders should note that if they are successful with their proposal the Contracting Authority reserves the right to ask additional compliancy checks prior to the award of any Contract. In the event of a Bidder failing to meet one of the compliancy checks

the Contracting Authority may decline to proceed with the award of the Contract to the successful Bidder.

7.39 All timescales are set using a 24 hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through Emptoris.

7.40 All Central Government Departments and their Executive Agencies and Non Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

For these purposes, the Contracting Authority may disclose within Government any of the Bidders documentation/information (including any that the Bidder considers to be confidential and/or commercially sensitive such as specific bid information) submitted by the Bidder to the Contracting Authority during this Procurement. The information will not be disclosed outside Government. Bidders taking part in this ITQ consent to these terms as part of the competition process.

7.41 The Government is introducing its new Government Security Classifications (GSC) classification scheme on the 2nd April 2014 to replace the current Government Protective Marking System (GPMS). A key aspect of this is the reduction in the number of security classifications used. All Bidders are encouraged to make themselves aware of the changes and identify any potential impacts in their Bid, as the protective marking and applicable protection of any material passed to, or generated by, you during the procurement process or pursuant to any Contract awarded to you as a result of this tender process will be subject to the new GSC. The link below to the Gov.uk website provides information on the new GSC:

https://www.gov.uk/government/publications/government-security-classifications

The Contracting Authority reserves the right to amend any security related term or condition of the draft contract accompanying this ITQ to reflect any changes introduced by the GSC. In particular where this ITQ is accompanied by any instructions on safeguarding classified information (e.g. a Security Aspects Letter) as a result of any changes stemming from the new GSC, whether in respect of the applicable protective marking scheme, specific protective markings given, the aspects to which any protective marking applies or otherwise. This may relate to the instructions on safeguarding classified information (e.g. a Security Aspects Letter) as they apply to the procurement as they apply to the procurement process and/or any contracts awarded to you as a result of the procurement process.

USEFUL INFORMATION LINKS

- Emptoris Training Guide
- Emptoris e-sourcing tool
- Contracts Finder
- Equalities Act introduction
- Bribery Act introduction
- Freedom of information Act

Innovate UK

Diversity campaign: Scenario

The scenario is based on the production of a package of campaign content and assets to support the launch of our next Women In Innovation competition in July 2018.

Our first Women In Innovation campaign was launched in 2016 and has been successful in raising both awareness of the Innovate UK brand but also in driving an increase of female applicants to our funding opportunities.

The second Women In Innovation competition opens for applications in July 2018, winners will be announced in October 2018*.

We are looking for agencies to review our previous campaign collateral and to demonstrate how they would move the campaign on. Since the launch of the original campaign our brand has also had a brand refresh.

Objectives:

- to promote the winners of the 2018 funding opportunity
- to increase brand awareness of Innovate UK
- to highlight the successes of the campaign to date

The audience for this material is:

Operating entrepreneur (existing)

- Startups, SMEs, enterprise size businesses - largely aware of Innovate UK
- Looking for funding, support, networks and collaboration partners

Influencer (existing)

- Not just one single persona – a very diverse group of people
- Government / Stakeholders, because they fund & support us
- Media, because they write & comment on our actual / perceived success
- Bloggers, because they share our stories
- Investors, because they make us visible in the very competitive 'investment' sector
- Looking for innovation success stories, leadership and awesome technology / science stories
- They will share our content if useful, entertaining and / or if our content makes them look good
- We want to amaze them with our success stories, insights and achievements

Innovate UK

Please provide your proposals for the creation of this campaign content to deliver on these objectives. You should include:

Design concepts to visual style (ensuring your review our Brand guidelines)
Production process
Recommended content production for all our major channels

Persona 2a – Aspiring Entrepreneur

Innovate UK

Profile

Name:	Vivian
Age:	24
Company:	Sparrho
Industry:	Software
Job title:	Business Dev Manger
Location:	Swindon
Company Size:	5
Twitter:	@vivianchan_s
LinkedIn	vchan

About

- PhD at University of Cambridge in Biochemistry
- One year working in a venture fund in Australia.
- Joined the Cambridge University Technology Enterprise Club (CUTEC)
- CUTEC President and Chairman.
- Took part in the inaugural cohort of Entrepreneur First
- Just starting Sparrho as co-founder

Challenge & pain point

- Relies on her own network
- Validating business ideas
- Business proposition / pricing
- Start-up funding
- Recruitment

Attitude

- Strong advocate for women in STEM
- Taught herself coding
- Likes to work with female entrepreneurs with a passion to shape their world with innovative products and services

Appealing Messages / Topics

- Audience-led storytelling
- Audience involvement / contests
- Up and coming superstars
- Women in tech
- Science explainers
- What's hot in tech

Channel Preference

- Social Media
  - Twitter
  - Facebook
  - Instagram
  - YouTube
  - LinkedIn
- Google Search
- Bloggers
- Online publishers

Format Preference

- Forums
- Video
- Blog Posts
- Articles
- Infographics
- Gifs
- Webinars / Hangouts

unaware	aware	interest	research	convert / retain

What do I want to do?	How do I go about it?	How can Innovate UK help?	Is Innovate UK right for me?	Where do I sign?
Looking for: • Ideas • Inspiration • Career Opportunities	**Looking for:** • Advice • Mentors • Startup	**Looking for:** • Funds • Partners • Networks	**Looking for:** • Credentials • Decision Support	**Looking for:** • Support
Content Needs: • Cool tech & science stories • Fun science applied • Inspirational people / stories • Hot trends / future predictions • Event previews • Future predictions	**Content Needs:** • How to & starter guides • Tips & latest trends • Contest participation • Mentor / influencer interviews • Live event / contests • Top resources	**Content Needs:** • How to choose a program • Funding options explained • Events updates • Catapult, Connect, KTN • Latest competitions • Collaboration examples	**Content Needs:** • Quick explainers • Roundup of current activities • Sector, & Industry reports • Case Studies • Success Stories • Demos	**Content Needs:** • FAQs • Guides • Application process

Persona 3 – Influencer (example MP)

Innovate UK

Profile

Name: Elizabeth
Age: 40
Industry: Government
Job title: Member of Parliament
Location: Norfolk
Twitter: @trussliz
LinkedIn: elizabeth-truss

About

- Studied Philosophy, Politics & Economics at the University of Oxford
- Worked for Shell as Commercial Manager, during which also became a qualified Management Accountant
- Became Deputy Director of Reform in 2008
- Selected for South West Norfolk conservative seat in 2009, and elected to parliament in 2010.
- Became Junior minister in the Department of Education
- Is currently Environment Secretary

Challenge & pain point

- Offering support to constituents
- Helping SMEs in her constituency to succeed in business
- Explain how Innovate UK and government grants works her local businesses
- Regional / local funding
- Generating well paid jobs locally
- Regional investments

Attitude

- Extremely hard-working & driven
- Wants to make a difference and help her constituents
- Advocates more rigorous academic standards in schools
- Determined to ensure young people get a good education
- Passionate about protecting local villages e.g. shops, GP surgeries, pubs

Appealing Messages / Topics

- Local success stories
- Community programmes
- Economic Insights
- New job creation
- Collaboration
- Research

Channel Preference

- Google Search
- Social
    - LinkedIn
    - Twitter
    - Facebook
    - YouTube
- Forums
- Online Publishers
- Innovate UK sites

Format Preference

- Articles
- Newsletters
- Policy Papers
- Reports / Surveys
- Data Visualisation
- Research Reports
- Videos

unaware	aware	interest	research	convert / retain
What is my problem?	**How do I fix it?**	**How can Innovate UK help?**	**Is Innovate UK right for me?**	**Where do I sign?**
Looking for: • Information	**Looking for:** • Insights • Networks	**Looking for:** • Funds • Partners	**Looking for:** • Credentials • Decision Support	**Looking for:** • Support
Content Needs: • Innovations, technology & science news • Upcoming events	**Content Needs:** • Events highlights & updates • Interviews with leaders & influencers	**Content Needs:** • Competitions • Networking events • Events highlights & updates	**Content Needs:** • Sector & Industry reports • Market insights • Case Studies • Success Stories	**Content Needs:** • FAQs • Guides • Application process • Post funding support

Persona 1b – Operating Entrepreneur

Innovate UK

Profile

Name: Richard
Age: 45
Company: PolyPhotonix
Industry: OLED Lighting
Industry
Job title: CEO
Location: Cambridge
Company Size: 20
Twitter: @ppxrichardkirk
LinkedIn richardkirkpolyphotonix

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About

- 15 years experience in medical research and printed electronics
- Pioneer in material science and its applications
- Founded Polyphotonix in 2008
- Developed light treatment for retinal disease
- Credited for many world's first' applications using inorganic and organic light emitting materials
- Won many international awards for innovation, research and business
- Won 'National Emerging Entrepreneur'

Challenge & Pain Points

- Staff / Tallent
- Funding
- Partners
- Growth

Attitude

- Likes communication direct, clear & personal
- Hates bureaucracy, lengthy application, paperwork
- Loves turning scientific research into life saving products and services

Appealing Messages / Topics

- Science and technology excellence
- Advanced research
- Sector leadership
- Collaboration
- Research
- Success

Channel Preference

- Google Search
- Email subscription
- Online Publishers
- Innovate UK sites
- Social
    - LinkedIn
    - Twitter
    - YouTube

Format Preference

- Case Studies
- Newsletters
- Whitepapers
- Reports / Surveys
- Webinars
- Demos

unaware	aware	interest	research	convert / retain

What is my problem?	How do I fix it?	How can Innovate UK help?	Is Innovate UK right for me?	Where do I sign?
Looking for: - Information	**Looking for:** - Insights - Networks	**Looking for:** - Funds - Partners	**Looking for:** - Credentials - Decision Support	**Looking for:** - Support
Content Needs: - Innovations, technology & science news - Upcoming events	**Content Needs:** - Events highlights & updates - Interviews with leaders & influencers	**Content Needs:** - New competitions	**Content Needs:** - Sector, & Industry reports - Market insights - Case Studies - Success Stories - Demos	**Content Needs:** - FAQs - Guides - Application process - Post funding support

Innovate UK

Brand guidelines

Version 1: 8 May 2018

Welcome to our updated brand

These guidelines are here to introduce you to our brand and its identity elements, showcasing best practice for creating engaging communications, spaces and experiences.

Our logo

This is the face by which we are recognised the world over. As our most valuable brand asset, it is important that we treat it with the care and respect it deserves.

Innovate UK

Our logo is central to the Innovate UK identity. It's a bold, authoritative mark with dynamic angles cutting through a modern British font, inspired by Gill Sans.

It is available in 3 colours, depending on use. Please take care to choose the correct version, taking into consideration the final design solution.

Version A:
Primary

Version A, in the brand purple, should be used for all stand-alone representations of the organisation (e.g. a building sign, a website header or official stationery).

It can be used across communications.

It can appear on light colours, our shine colours (see page 10) except the shine purple, or light areas of photography lacking detail or pattern.

Version B:
Secondary

Version B, in white, is used across communications.

It can appear on our shine and support colours (see page 10), or dark areas of photography lacking detail or pattern.

Version C:
Special use

Version C, in black, can only be used on white or light tints of black, and should only be used when mono-colour printing is required.

Clear space

To ensure the integrity of our logo across all communications, we leave an area of clear space between the logo and any other graphical elements.

Innovate UK

Innovate UK

The clear space on all sides of the logo should be equal to the height of the 'K' in the logo in use.

Innovate UK

Minimum size

To ensure the legibility of the logo, we have set an absolute value that it should never be smaller than. This is 20mm wide.

Additionally, we have a relative minimum which we recommend it is not smaller than. This should be applied when using the logo in a display context (e.g. the cover of a document, an exhibition stand or the introduction to an animation or film).

Absolute minimum

Innovate UK

20mm

Relative minimum

Innovate UKInnovate UKInnovate UKInnovate UKInnovate UK

Logo width = at least a fifth of the document width

Relative maximum

Innovate UK

The recommended relative maximum width of the logo = three fifths of the document width

Accreditation

Our accreditation marks for sub-brands, partners and customers are available in all the same formats as our primary logo and should follow the same usage, clear space and minimum size guidelines.

Sub-brand:

Innovate UK
family member

Innovate UK
family member

Innovate UK
family member

This accreditation mark should be used for our sub-brands such as the Knowledge Transfer Network.

Partner:

Working with
Innovate UK

Working with
Innovate UK

Working with
Innovate UK

This accreditation should appear on partner materials when promoting a joint initiative. For example when the Prince's Trust are promoting 'Ideas mean business'.

Customer:

Funded by
Innovate UK

Funded by
Innovate UK

Funded by
Innovate UK

For customers who receive a substantial grant we would ask they use the above accreditation mark on materials related to the innovation we support.

Our positioning

When referencing UK Research and Innovation, where the Innovate UK logo will feature in close proximity, we use the sign-off version shown here:

- a written description of our relationship with UK Research and Innovation
- set in FS Elliot regular
- positioned in the bottom right or left hand corner of the page or screen
- scaled to be at least a fifth of the page or screen width
- set in Graphene Grey or white
- for advice on brand positioning for Industrial Strategy Challenge Fund and when to use the UK Research and Innovation branding, please contact the brand team at Innovate UK

Innovate UK is part of
UK Research and Innovation

Example usage

Social media banner

Innovate UK

Innovate UK is part of
UK Research and Innovation

Video end screen

Innovate UK

**Visit our website
for more information**

Innovate UK is part of
UK Research and Innovation

Full boilerplate

When a complete description of our positioning and offer is required we use the full version of our official boilerplate shown below. This should be used once per document and is usually placed on the back cover.

Innovate UK drives productivity and economic growth by supporting businesses to develop and realise the potential of new ideas.

We connect businesses to the partners, customers and investors that can help them turn ideas into commercially successful products and services and business growth.

We fund business and research collaborations to accelerate innovation and drive business investment into R&D. Our support is available to businesses across all economic sectors, value chains and UK regions.

Innovate UK is part of UK Research and Innovation. For more information visit innovateuk.ukri.org

Our positioning

Colours

Our colours have been carefully chosen to represent Innovate UK: supporting future innovations and shining a light on successes.

Support colours

These colours are designed to complement content, working well as background and structure.

Shine colours

These colours draw attention to themselves and the content they contain.

Primary purple	C 70	R 76
	M 100	G 19
	Y 5	B 84
	K 45	

Ultra violet	C 28	R 189
	M 80	G 78
	Y 0	B 151
	K 0	

Quantum blue	C 100	R 0
	M 42	G 50
	Y 0	B 85
	K 69	

Sky blue	C 68	R 77
	M 24	G 160
	Y 0	B 217
	K 0	

Environ green	C 90	R 0
	M 32	G 98
	Y 83	B 62
	K 32	

Luminous green	C 80	R 42
	M 22	G 146
	Y 68	B 109
	K 0	

Graphene grey	C 80	R 60
	M 60	G 70
	Y 45	B 95
	K 30	

Composite grey	C 40	R 150
	M 30	G 153
	Y 22	B 165
	K 15	

Code red	C 0	R 158
	M 100	G 8
	Y 55	B 51
	K 40	

Infra red	C 7	R 223
	M 80	G 80
	Y 60	B 84
	K 0	

Gradients

To soften large blocks of colour on key corporate materials (social media banners, events stands, financial reports, credentials presentations) we can use colour gradients as background blends.

These usually appear behind our master 'brand device' (see page 15) and are limited to the 2 combinations listed below. They can be gradient or linear blends. Very rarely, when there is no 'brand device', we can use a full spectrum blend, using the colours below to highlight a section.

Background blends

Primary purple	Quantum blue
Graphene grey	Quantum blue

Full spectrum gradients

Infra red	Primary purple	Quantum blue
Composite grey	Graphene grey	Quantum blue

Corporate palette

For content that is about Innovate UK, who we are, what we do and how we do it, you should pick one ring from the most relevant chart below to use as your colour palette. The outside ring of each diagram shows the colour palette for using a blended background.

Introductions

Optional imagery or Composite Grey

Text or text panels

Shine colour usually corresponds with the support colour

Example use: social media banners, report covers and Powerpoint intro slides.

Simple content

Example use: single web page, social media infographic, simple leaflet or poster.

Complex content

Remaining 'shine' colours can be used to create subsections of content

Example use: micro site, long 'explainer' animation or large report document.

Engagement palette

For content that is about wider innovation, success stories and education pieces you should pick one ring from the most relevant chart below to use as your colour palette.

Introductions
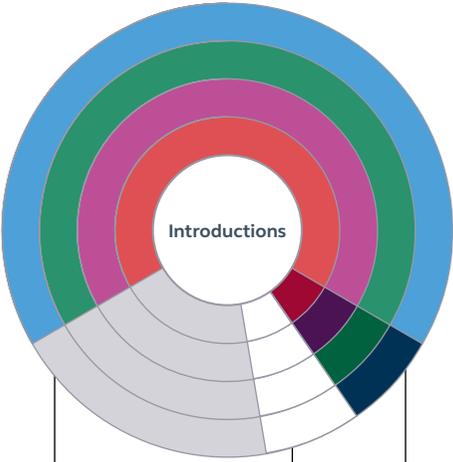
Optional imagery or Composite Grey

Text or text panels

Support colour corresponds with the shine colour

Example use: social media banners, report covers and Powerpoint intro slides.
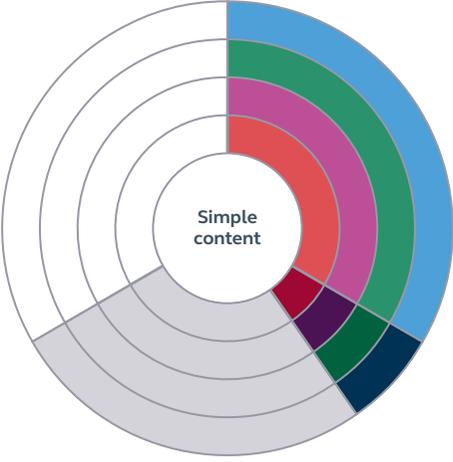
Simple content

Example use: single web page, social media infographic, simple leaflet or poster.

Complex content

Remaining 'shine' colours can be used to create subsections of content

Example use: micro site, long 'explainer' animation or large report document.

Campaign palette

**For certain, high profile campaigns and initiatives we can apply our campaign palette.
Please gain permission from the brand team before using.**
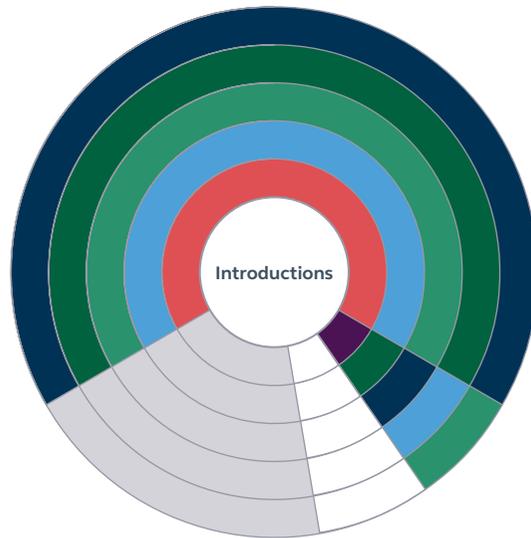
Example use: social media banners,
report covers and Powerpoint intro slides.
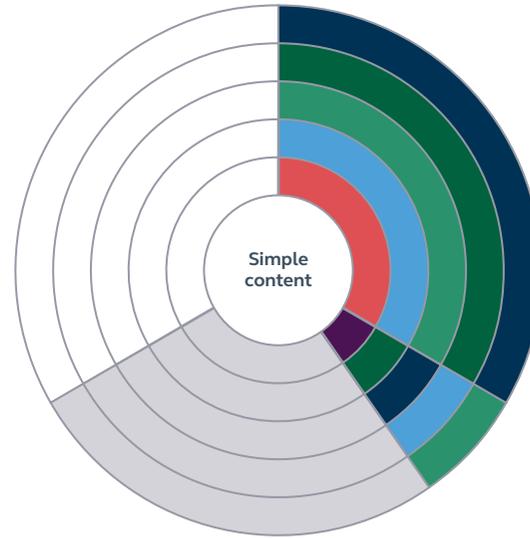
Example use: single web page, social media
infographic, simple leaflet or poster.
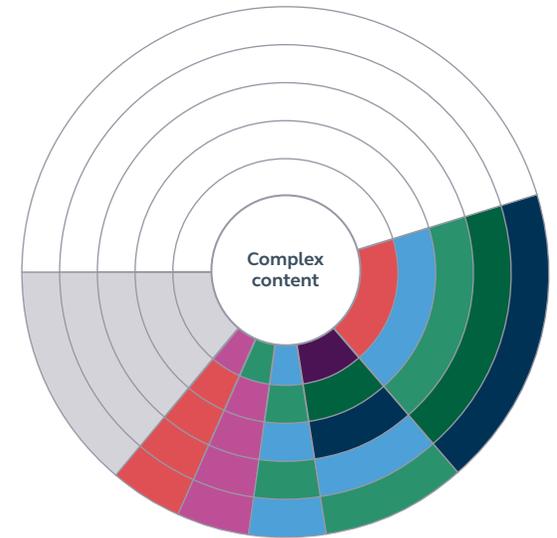
Example use: micro site, long 'explainer'
animation or large report document.

Brand device

A Fibonacci curve is a visual representation of a key mathematical equation that occurs naturally throughout the world. This curve has been used for centuries by innovators looking to represent growth.

Our brand device is an abstract expression of the Fibonacci curve, forever linking Innovate UK with visionary innovation and the ripples of growth it creates.
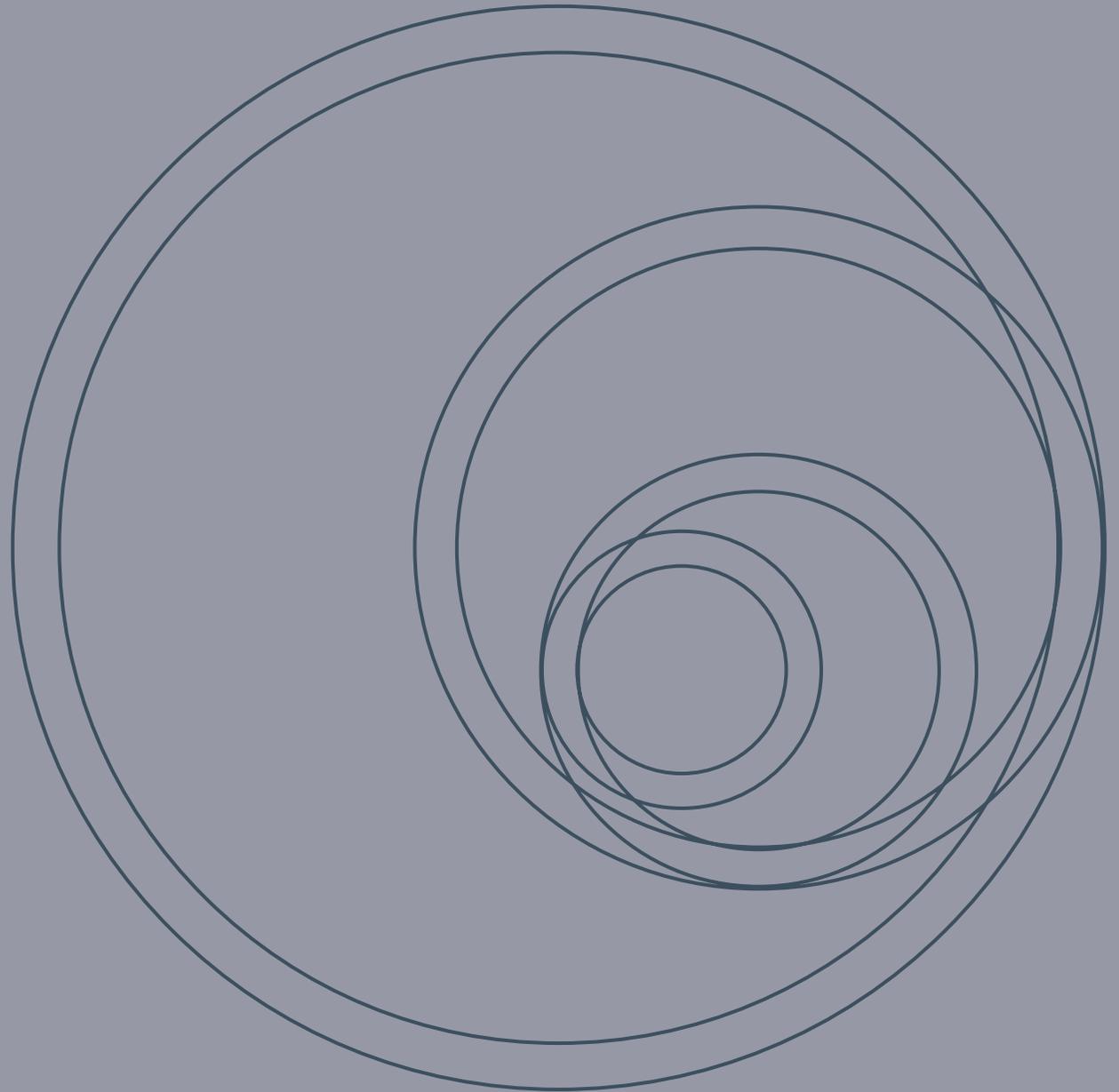
Growth

No matter what format you are placing the device into it should always 'grow' over at least 3 edges of the page, panel or screen (shown as the smaller white area in the diagrams, right).
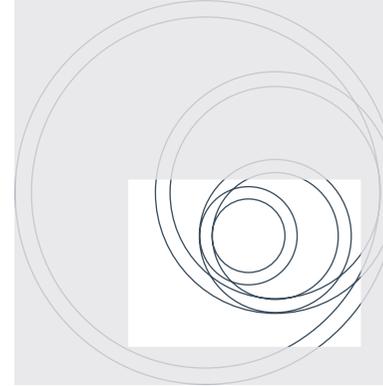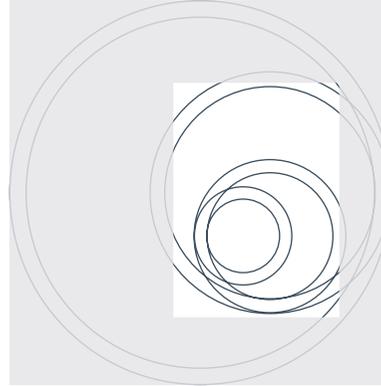
Focus

The device should always draw focus onto a key piece of your communication:

- primarily, the logo (remembering to abide by clear space rules)

- secondarily, a call to action

- thirdly, it can focus on a significant part of an image

Innovate UK

Apply here
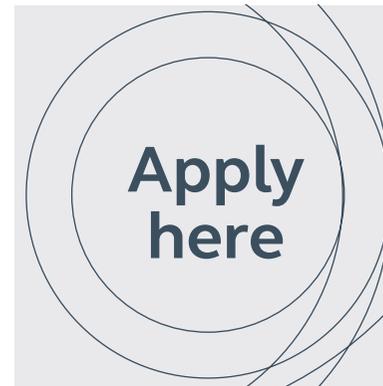
Evolution

To ensure we communicate innovation and change, the device constantly evolves, slightly changing how it appears. One way to achieve this is to rotate the device around the centre of the smallest circle.
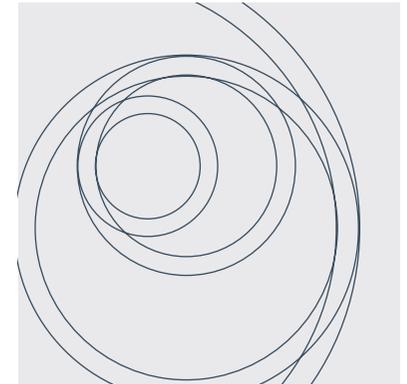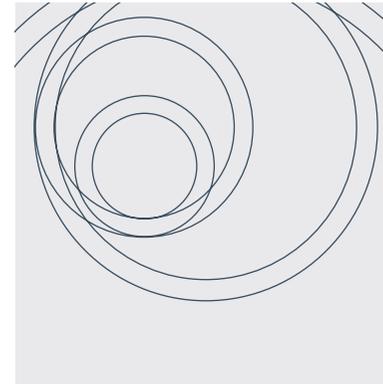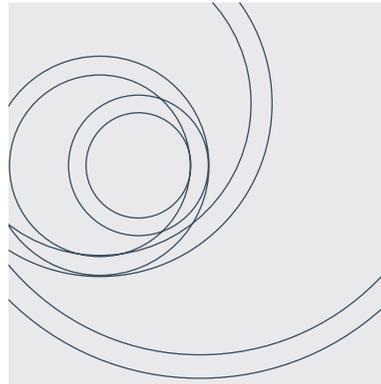
Sizing

In most cases the device will already be sized for you within the template, however when sizing the brand device for yourself, the final size is determined by the type of content you are focusing on.
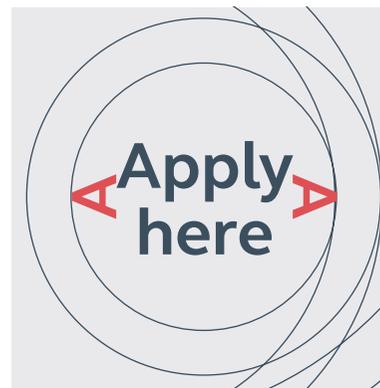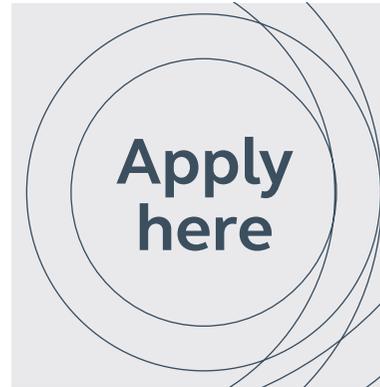
Focus on the logo

Allow a space equal to the K of UK between the logo and the inner circle.

Focus on a call to action

Allow a space equal to the cap height of your copy between the edges of the text and the inner circle.

Focus on an area of an image

Leave a clear space around the area of focus equal to the space between the inner circle and the next circle out (shown as 'X' above)

Colour combinations

Corporate

When producing corporate communications, we primarily use a support colour (except Primary Purple) for the background with the corresponding shine colour for the device.
The example shown far right demonstrates using the brand device on a blended background.

Engaging

When producing engaging communications (those designed to highlight innovation rather than Innovate UK), we primarily use a shine colour for the background with the corresponding support colour for the device.
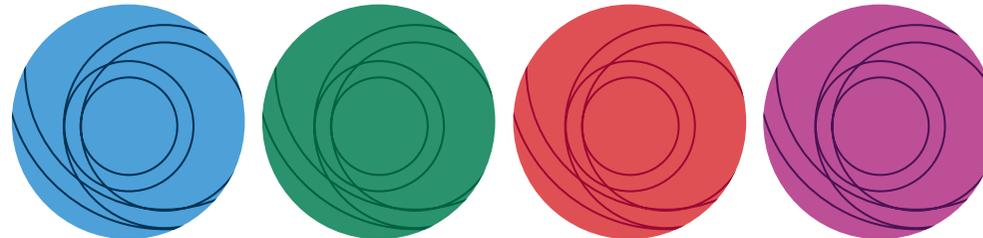
Please gain permission from the brand team before using the combinations below.
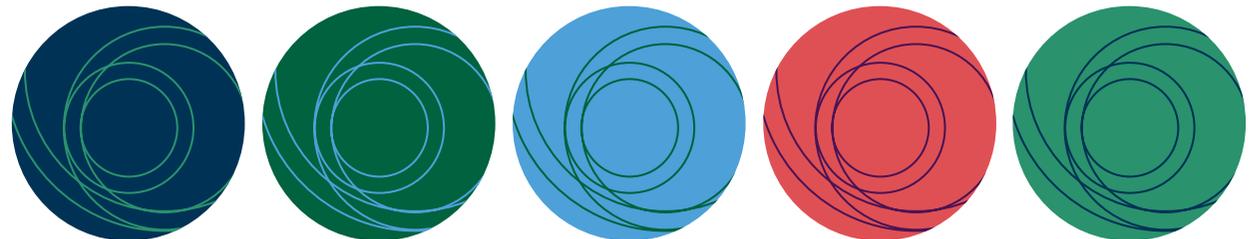
Luminous Green on Quantum Blue

Sky Blue on Environ Green

Luminous Green on Sky Blue

Primary Purple on Infra Red

Quantum Blue on Luminous Green

Imagery

Dark images

When placing the device over dark images:

- only use the device in white

- leave an area around your focus point which obeys the guides on the previous page

- avoid lines from the device crossing faces

- use images with large visually calm sections to contrast the detail of the device

Light images

When placing the device over light images:

- only use the device in Graphene grey

- leave an area around your focus point which obeys the guides on the previous page

- avoid lines from the device crossing faces

- use images with large visually calm sections to contrast the detail of the device

The strength, or how much is seen, of our brand device varies depending on where it is being used.

Strength

Formal content
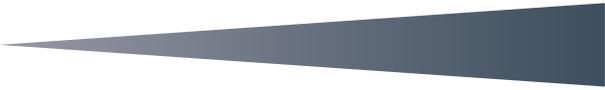
Engagement communications

Innovate UK

Innovate UK

Innovate UK

Not seen at all

On formal, minister-facing reports or when the logo is acting as a standalone representation of Innovate UK, the brand device is never used with the logo.

Example application

Building signs, social avatars, plaques and certificates.

Faded out by second circle

On highly corporate documents the device may be used as long as it is has a gradient blend to zero transparency by, or just past, the second circle from the centre of the device.

Example application

Delivery Plan, Annual Report and Accounts, call to action on the website or social media.

Fades to edge of fourth circle

For our most engaging communications, the device is allowed to be visible all the way to the edge of the panel or page it is shown on. However, it must still fade slightly.

Example application

PowerPoint covers, campaign adverts or event stands.

Brand campaign

At the heart of Innovate UK is a simple but bold idea that binds us all together and drives our work: to realise the full potential of the UK's ingenuity.

Across our advertising we express this concept as 'Backing Britain's best ideas'.

Messaging

When using our brand campaign in a sentence, it is important to present it consistently and within the correct context. To that end, there are 2 recommended versions of brand campaign messaging: as a call to action and as a display heading

As a call to action

We're always looking to back the best ideas. Discover how we could help your idea shine at innovateuk.ukri.org

As a display heading

Our brand campaign display headings follow the below set formula, where: X = an innovation, such as Hydroponic technology, Y = a person's name or business's name, Z = an Innovate UK service (finance, connections or insight).

X innovation
by **Y** individual or business.
Z service by Innovate UK.

When used in practice this becomes...

Hydroponic technology
by Alan Smith.
Finance by Innovate UK.

The below examples how we integrate this messaging into our advertising:

Intelligent transport by Red Ninja

Connections by Innovate UK

We're always looking to back the best ideas.

Discover how we could help your idea shine at **innovateuk.ukri.org**

Innovate UK is part of UK Research and Innovation

Innovate UK

Three-dimensional crop growth by Saturn Bioponics

Finance by Innovate UK

We're always looking to back the best ideas.

Discover how we could help your idea shine at **innovateuk.ukri.org**

Innovate UK is part of UK Research and Innovation

Innovate UK

Smart mapping by Gettrik

Insight by Innovate UK

We're always looking to back the best ideas.

Discover how we could help your idea shine at **innovateuk.ukri.org**

Innovate UK is part of UK Research and Innovation

Innovate UK

Brand language

To ensure we are communicating to the right people in the right way, it is essential that our tone of voice is clear, consistent and confident.

As you will see on page 25, Professor Brian Cox (shown right) acts as the benchmark for our ambitious new voice.

Photo: The Royal Society

Our personality is essential to help us gain the trust and respect of our customers. When communicating, ask yourself – **'what would Brian say?'**

Like Brian we are warm, confident communicators. We are respected for our in-depth knowledge and our ability to engage broad and diverse audiences.

Our key personality traits are:

- passionate
- ambitious
- visionary
- expert
- collaborative

Brian Cox

- Physicist at the University of Manchester
- Author of popular science books and over 950 scientific papers
- TV and radio presenter
- Musician in 2 bands

Photo: The Royal Society

We have a distinctive style to our communications:

We're positive

We make constructive comment; we don't pass judgements.

The glass is half full; the glass isn't half empty.

We have fun; we're not funny.

We're proud

We're confident; we aren't arrogant.

We're excited; we aren't excitable.

We're active; we aren't passive.

We're personable

We make conversation; we don't make pronouncements.

We're friendly; we're not pally.

We're inviting; we aren't pushy.

We're perceptive

Our opinions are based on facts and figures; they aren't based on personal view.

We're considered; we aren't careless.

We ask questions; we don't make assumptions.

We're positive

Below are some examples of how to practically apply our positive tone of voice.

We make constructive comment; we don't pass judgements.

Both these example report introductions recognise our own poor performance, but the first example highlights the opportunities we have to improve.

DO

Norway is the envy of the world in electric vehicle deployment. What can we learn from the differences, as well as the common features, in how it is solving problems? Could that give us confidence in our approach and inform our innovation strategy?

DON'T

The UK lags terribly behind Norway in electric vehicle deployment. If we look at how they are solving problems there must be learnings we can take away to improve on our own incredibly poor approach to develop a coherent innovation strategy.

The glass is half full; the glass isn't half empty.

Both tweet headlines below highlight subjects that are contained within the article that follows, but we choose to highlight the positive.

DO

Space predictions:
How we'll be able to fly to Sydney in just 2hrs.

DON'T

Space predictions:
How future satellites could compromise our privacy.

We have fun; we're not funny.

The first blog introduction below has fun with different viewpoints, without making a joke of it or making either party the butt of the joke.

DO

I've sometimes overheard arguments between designers and people who run companies. Sometimes the business people say this kind of thing: "I'm a business guy, not an arty type." It's a challenge. If you are running or working in a business, why should you care about design?

DON'T

For too many businessmen their idea of design runs something like this: "How many designers does it take to change a light bulb? One to change the bulb and another to question the brief" But design thinking can do so much for your business. In this blog, we look at how much more.

We're proud

Below are some examples of how to practically apply our proud tone of voice.

We're confident; we aren't arrogant.

The first of these twitter posts uses a large claim. It confidently positions us as central to the rail industry without overstating our role or underplaying the railway's own achievements.

DO

Making tracks for success: the role of an innovation lead in rail innovation.

DON'T

Saving our railways: how the role of an innovation lead has turned around a struggling industry.

We're excited; we aren't excitable.

Both sentences are positive about an important story, but the first remembers to keep a certain detachment from the project and qualifies – both why it is exciting and what the results could be.

DO

Good news from 12 UK businesses this week, as they use funding to take on some of today's biggest healthcare and agriculture challenges, including Parkinson's disease, strokes and epilepsy with brilliantly innovative new ideas.

DON'T

Amazing news! UK businesses are going to use huge new funds to take on the biggest and baddest healthcare and agriculture challenges with their brilliant new ideas to defeat Parkinson's disease, strokes and epilepsy.

We're active; we aren't passive.

The copy should always demonstrate what Innovate UK is doing or the role we are playing in the viewer's life. In this case, the first sentence adds a call to action to the content, showing how the viewer and Innovate UK can be active together.

DO

Discover our new Scaling Up report and learn how innovative businesses across the UK can achieve sustainable growth.

DON'T

Scaling Up report – how Innovative businesses across the UK can achieve sustainable growth.

We're personable

Below are some examples of how to practically apply our personable tone of voice.

- personable

We make conversation; we don't make pronouncements.

The first one makes a proposition rather than a statement, and then asks the reader to form their own opinion, starting a conversation that we can shape and influence.

DO

Cell and gene therapies look set to revolutionise the healthcare system according to the CEO of the Gene Therapies Catapult. What do you think? Read the new #innovateblog and make up your own mind.

DON'T

Cell and gene therapies are going to revolutionise our healthcare system. Learn how in our new #innovateblog

We're friendly; we're not pally.

The first tweet uses a warm, friendly tone without using the pet names and casual terms that cross the line into over-familiarity displayed in the second.

DO

We're really looking forward to seeing everyone at New Scientist Live 28 September - 1 October 2017. Join us to learn about cosmos, earth, humans, tech, engineering and innovative UK businesses solving societal challenges.

DON'T

We'd love to see your cheeky faces at New Scientist Live 28 September - 1 October 2017!!! Catch us there to learn about cosmos, earth, humans, tech, engineering and innovative UK businesses solving societal challenges!

We're inviting; we aren't pushy.

At Innovate UK, we don't tell people what to do. The second tweet shows how, by trying too forcefully to make something sound exciting, you can start to 'push' them into doing it.

DO

Will you be attending 'Future Cities Jam – Australia'? Don't miss this great chance to meet Australian peers and companies.

DON'T

'Future Cities Jam – Australia' is a must-attend event for anyone serious about expanding their business to Australia.

We're perceptive

Below are some examples of how to practically apply our perceptive tone of voice.

Our opinions are based on facts and figures; they aren't based on personal view.

The first sentence expresses an opinion based on provable evidence that could go on to be laid out in detail. The second is a personal conclusion drawn from a range of hypothetical situations and little evidence.

DO

With recent changes in legislation, shifting ownership patterns and rapidly improving technology, electric vehicles should have everything they need to be a success in the UK.

DON'T

With a little joined-up thinking around business models and pricing signals, electric vehicles will have everything they need to be a success in the UK.

We're considered; we aren't careless.

All our facts can be traced back to their source. No opinion is put forward without referring back to a fact.

DO

When fewer than 1 in 5 school leavers go on to study a STEM subject at university...

DON'T

When most school leavers wouldn't be seen dead in a science lab at a university....

We ask questions; we don't make assumptions.

Both of these links would be accurate for the video they introduce, but the second makes an assumption on the audience's behalf. It draws a conclusion that builds on the video, rather than leaving the audience to interpret it themselves.

DO

What's it really like to be a female #entrepreneur in the #digital #tech sector?

DON'T

Discover why you need to be brave as a female #entrepreneur in the #digital #tech sector

How we position ourselves

When creating marketing communications we use the following statement to position Innovate UK in the eyes of our audience.

Full version
Leading the UK's investment in innovation, providing the finance, connections and insight that enable ideas to shine, businesses to grow and Britain to succeed.

Shorter version
Leading the UK's investment in innovation, helping ideas to shine, businesses to grow and Britain to succeed.

Shortest version
Leading the UK's investment in innovation

Describes both the scale of our investment and our role in influencing innovation in the UK

Leading the UK's investment in innovation

Positions us as both a national operator, and an official one

We invest not only money, but our time, energy and knowledge into the project

What do we have to offer

When creating marketing communications we use the following statements to describe our offer to our audience.

In 9 words
The finance, connections and insight to power your innovation.

In 2 sentences
Innovate UK provides the finance, connections and insight to transform your science and technology ideas into game-changing innovations.

Whether you're looking to fund a new product prototype, find a partner to develop a medical advancement or gain insight into creating a ground breaking infrastructure innovation, we can help your idea to shine and your business to grow.

In 3 paragraphs

Finance for free thinkers

Whether your idea is still on the drawing board or ready for commercialisation, our grants and loans provide the funding you need to succeed.

Connecting you to success

As the UK's innovation agency, we have access to all the right people to help your innovation progress from bright idea to real-world success.

The insight to power innovation

When you are pushing the boundaries, it can be hard to know where to turn, who to listen to and what path to take. Whatever your innovation challenge, from attracting investment to understanding your market, we can show you the way.

Who are our customers?

When creating marketing communications we use the following statements to describe our customers and how we can help them.

Tomorrow's innovators

Are you just getting started?
Do you see solutions where others see problems?

Innovate UK operates at the boundaries of science, business and technology. We work with people just like you to help shape the future of the economy, the UK and the world we live in.

We're uniquely placed to help you connect with people who think like you think, and provide insight to help find your own path to innovation. We can help you and your ideas to shine.

Today's game changers

Are you looking to test, create, improve or collaborate on an innovative technology, product or service?

It doesn't matter if you're a start-up, a small company or a large multi-national. If you have a game-changing idea and are UK based, then Innovate UK could provide the finance, connections and knowledge that will enable your idea to shine and your business to grow.

Decision makers and opinion shapers

The UK faces a challenging, dynamic future, from Brexit to climate change, ageing populations to rising automation. Against this background, innovation has never been more urgent or vital.

Innovate UK is uniquely placed to understand these challenges and provide informed insight into how we can progress.

Innovate UK

Typography

As our message has evolved, so has the way we present it. Used correctly, our fonts add authority and immediacy to what we say.

A
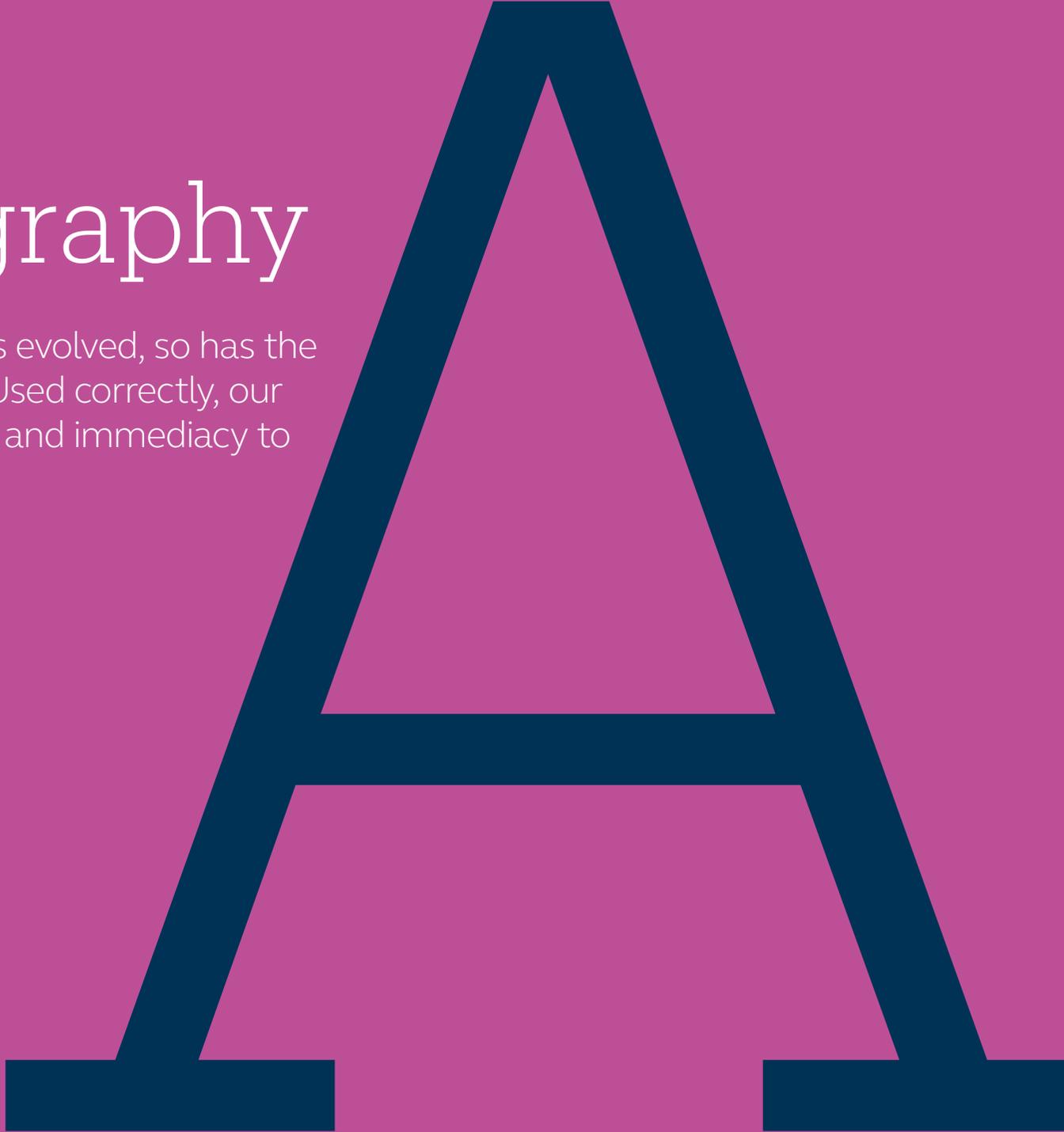
Display typeface

Our display typeface is Produkt. This is a large family with many weights. We limit ourselves to Bold, Medium and Light. When using our display typeface, please follow these 2 principles:

- only use for titles and headlines across print and digital channels

- always set in sentence case

To purchase this typeface please visit commercialtype.com/catalog/produkt

Produkt Bold

We only use this weight when adding text over complex imagery or video where the extra weight is needed to improve cut through.

ABCDEFGHIJK
abcdefghijklm
0123456789?!

Produkt Medium

This is used to create bold titles or added to individual phrases to create extra emphasis within headlines.

ABCDEFGHIJK
abcdefghijklm
0123456789?!:

Produkt Light

This is the most flexible of our 3 weights, able to cover the uses above, as well as longer headlines.

ABCDEFGHIJK
abcdefghijklm
0123456789?!:

Corporate typeface

Our corporate typeface is FS Elliot. This is a large family with many weights. We limit ourselves to Bold, Regular and Light. Our corporate typeface should be used in the following situations:

- use for body copy across digital and print channels

- use for pull-out quotes, running heads and footers

- use to annotate infographics and illustrations

- use for tutorial videos and captions

To purchase this typeface please visit fontsmith.com/fonts/fs-elliot

FS Elliot Bold

This is ideal for headings and sub-headings or adding emphasis to copy.

ABCDEFGHIJKL
abcdefghijklmn
0123456789?!&:

FS Elliot Regular

This is used as a body font when extra visibility is required. It also works well for pull copy.

ABCDEFGHIJKL
abcdefghijklmn
0123456789?!&:

FS Elliot Light

This is our primary font for body copy.

ABCDEFGHIJKL
abcdefghijklmn
0123456789?!&:

Alternatives

Alternatives

When our display and corporate fonts are not supported by software (e.g. when working in Microsoft on slides and Word) our alternative fonts are available for internal corporate use.

To download Rockwell Nova for Microsoft please visit microsoft.com/en-gb/store/p/rockwell-nova/9n57vdp26cd7

ITC Rockwell Light or Rockwell Nova Light

This is ideal for headings and titles.

ABCDEFGHIJKL
abcdefghijklmn
0123456789?!&:

Calibri Regular

This is used for sub-headings or as a body font when extra visibility is required.

ABCDEFGHIJKLM
abcdefghijklmno
0123456789?!&:

Calibri Light

This is our primary font for body copy.

ABCDEFGHIJKLM
abcdefghijklmno
0123456789?!&:

Motion

Video, animation and sound are central to our brand.

Stings

Our master sting demonstrates some useful techniques to use when developing new stings, transitions and motion graphics.

- **using natural points of focus.** The 'o' in the logotype acts as a natural point for the brand device to expand from

- **integrating the brand device.** The brand device is used to form a 'swipe' transition from animation to video

- **using a brand colour as your background**

- **using dynamic motion.** The brand device doesn't just expand linearly, it also rotates and fades. All 3 are vital to creating the sense of a 'ripple'

- **synchronising our audio and visual identity.** Our audio identity can be used independently, but is most powerful when accompanying our master sting. Here, it creates a sense of energy and builds to a moment of change

Our master sting and sonic identity are available from the asset library. They should be used at the once in all videos.

Our master sting is used at the end of videos, to allow the use of campaign or series identities at the start.

Animation

Shown right are some examples of animation styles that match our ambition for the Innovate UK style. The characteristics that unite them could be described as:

- **simple and stylish.**
  The visual design is bold and simple, but is the way it is animated that stylishly brings the stories to life

- **focused on concept.**
  These animations start with a core concept and build from there, using abstract representation and inventive ways to explain complex concepts

- **iconic representation.**
  The characters who populate these animations are drawn in an iconic style with the small touches that keep the overall effect warm and friendly

youtube.com/watch?v=1e8xgF0JtVg

https://vimeo.com/166052095
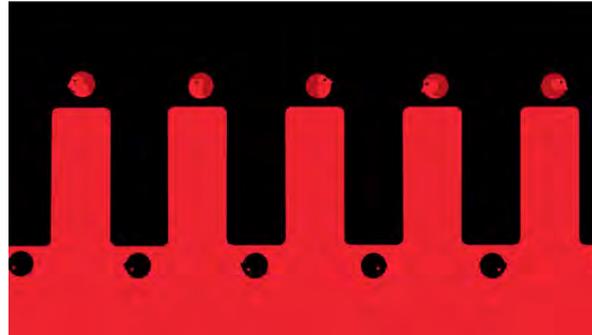
dutchuncle.co.uk/noma-bar-newyork-presbyterian/

https://www.youtube.com/watch?v=J8DhUviPX-E&t=81s

animade.tv/work/data-driven-animations

studioaka.co.uk/OurWork/skypecampaign

Imagery

Distinctive imagery plays a fundamental role in bringing our brand to life and is pivotal to providing our new brand with cut through on digital channels.
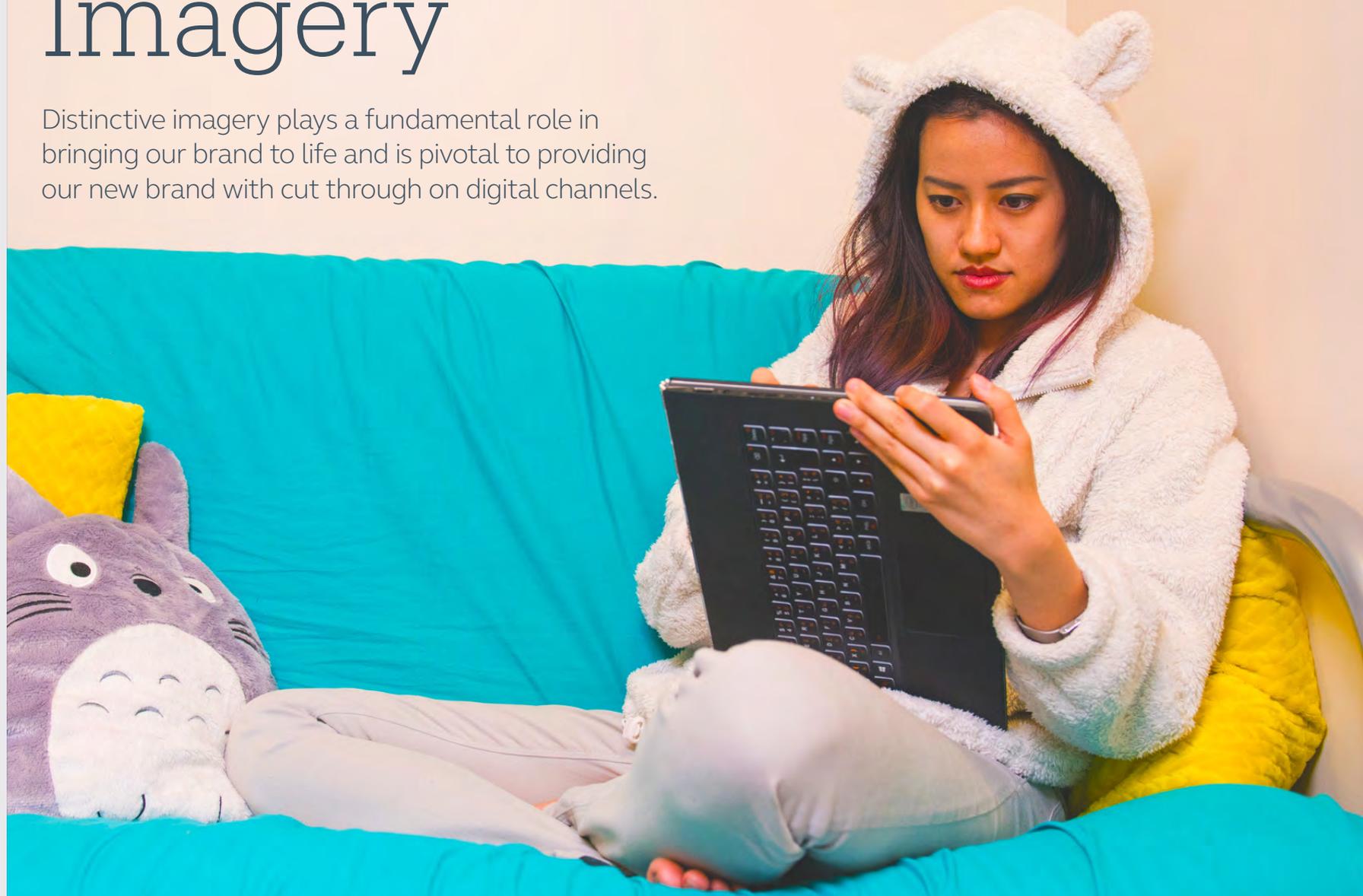
Context

Our imagery makes innovation relatable by:

- showing the wider story within which innovation takes place
- using real locations
- including little details that allude to the bigger picture and hint at a world continuing out of frame

Character

Any innovation is only as good as the people behind it. So, wherever possible:

- we include people in our imagery, taking natural portraits
- let the subject's character shine through

Colour

We are helping to create a brighter future for the whole of the UK and the world. As such:

- include bold colour in your imagery where you can
- use software to increase the saturation

Increasing saturation

We recommend an increase of 30–70% for most imagery

For those without access to Photoshop, Pinetools offers an easy to use free online tool for increasing saturation of images.

pinetools.com/change-image-saturation

Innovate UK

Brand Guidelines

Imagery: Hero photography

Background imagery

When imagery is required to play a supporting role to content, such as social calls to action or reactive blog posts, we use our background imagery style to bring out the theme of the content.

Our background image style follows the 4 key principles below:

These images should not be used on our GOV.UK site.

These images should only be used with copy on top.

Images with copy are used in:
- Twitter posts
- Linkdin posts
- Facebook posts
- PPT slides

Relevance

The image should be instantly recognisable as relevant to any copy your are adding.

Focus

As with our brand device the images have a natural focus.

Tint

The image should be treated with a 100% 'colour' overlay using one of our shine colours.

Tone

The image should have an even tone, allowing content to easily sit on top of them.

Getting started

There are a range of templates for creating new tinted background images on our asset library. You will also find a range of existing images for each of our core areas of focus.

Predictive

Our illustration should always:

- be rooted in the science of today
- show tomorrow's world, which we require the continued support of innovation to reach

Positive

Innovation changes the world for the better. Our illustrations:

- highlight positive outcomes
- create an optimistic vision of the future

Palpable

As our work makes a real impact on the progress of innovation:

- imagery should feel tangible
- use highly crafted CGI effects to create a palpable, three-dimensional illustration of future technology
- can incorporate actual photography to ground the illustration in the real world

Innovate UK

Graphic elements

From the way we lay our designs out to the icons we use in infographics, the devil is in the detail. It is important to maintain the consistency of our brand across the full range of visual elements.
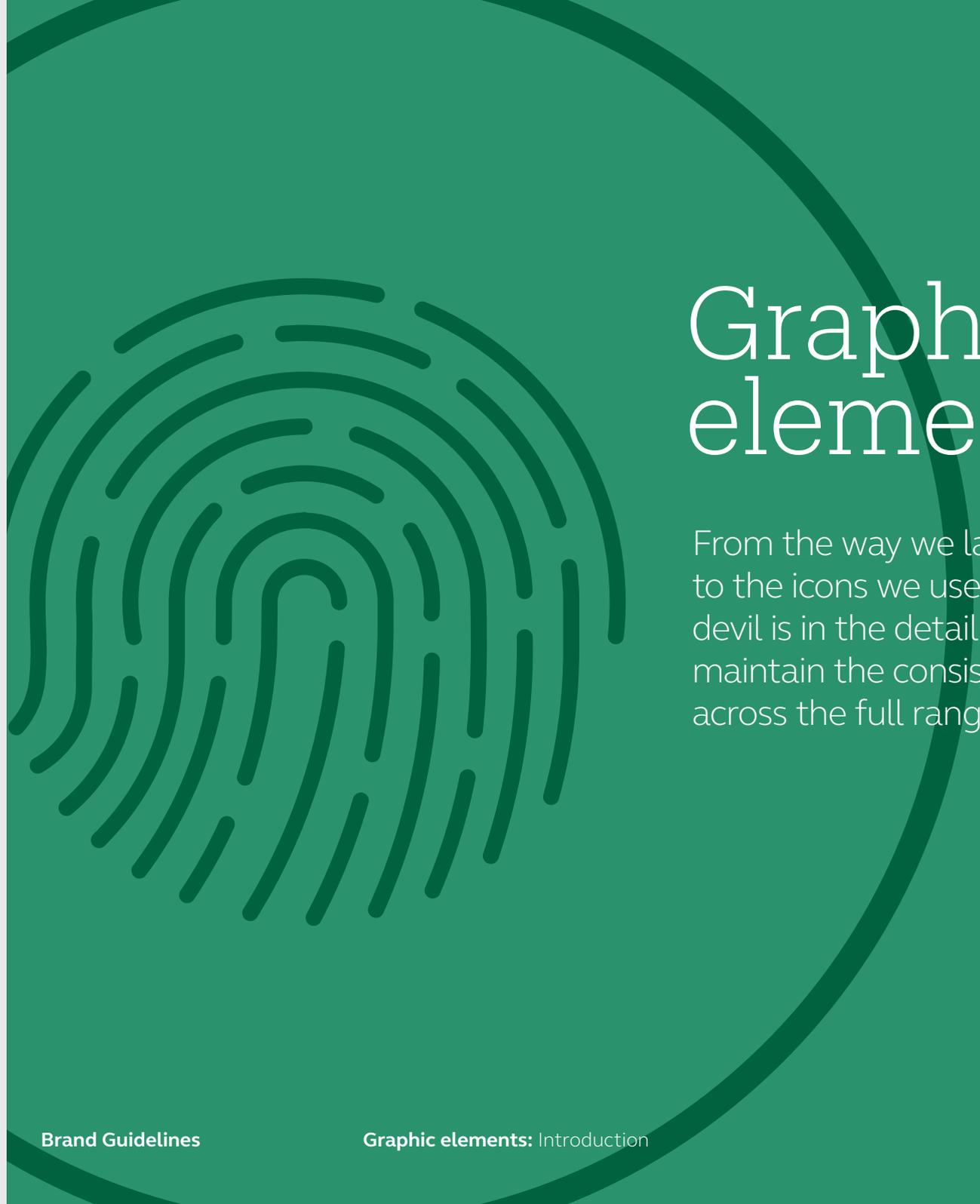
Composition

To maximise impact while communicating the complex concepts involved innovation, we tend to split our designs into 2 clear sections.

The dividing line for those 2 sections should appear close to, or on, a point marking a third of the height or width of your page or spread.

This is because the Fibonacci curve, which forms the basis of our brand device, is based on the golden ratio (1:1.6 or roughly a third).

On the example pages and screens shown right, we have marked a third with a purple zone.

By splitting your composition on or near the edges of those zones, you will support our brand concept and increase the cut through of our communications.

Portrait

Landscape

Dividing a single page or screen horizontally

e.g. an image on poster

e.g. a header on website welcome screen

Dividing a single or screen page vertically
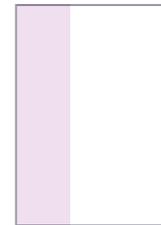
e.g. a contents column in a word doc

e.g. a story menu in an email

Dividing multiple pages or screens horizontally
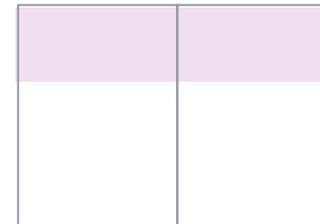
e.g. an image across the top of a double page spread

e.g. supers on a video wall

Dividing multiple pages or screens vertically
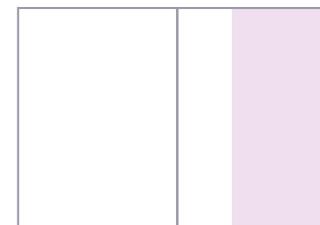
e.g. dividing up events panels information
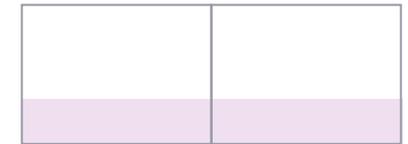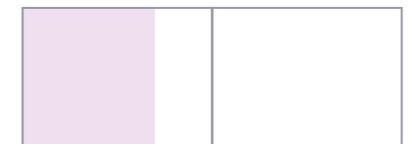
e.g. splitting up a spread on a page turner

Icons

Icons should:

- be contained within a circular keyline

- use simple line-based illustrations without large solid blocks of colour

- use a similar weight line for both keylines and illustrations
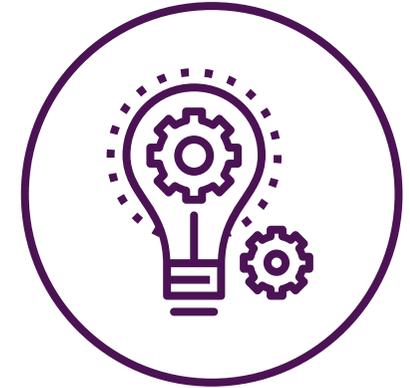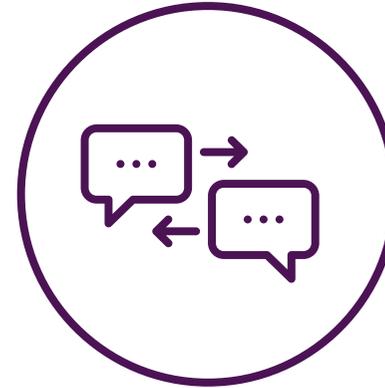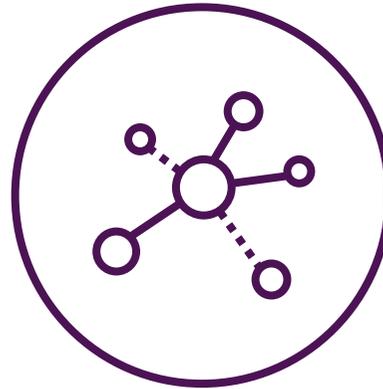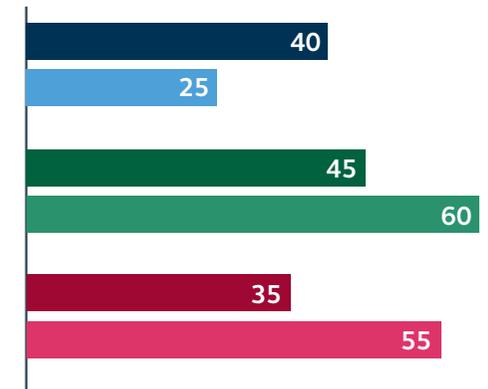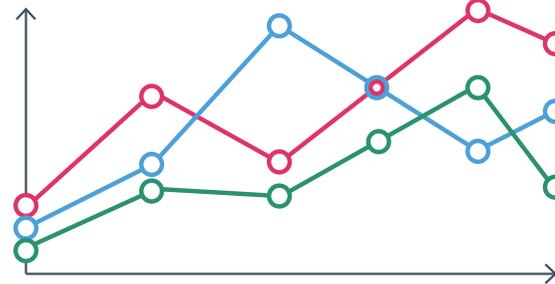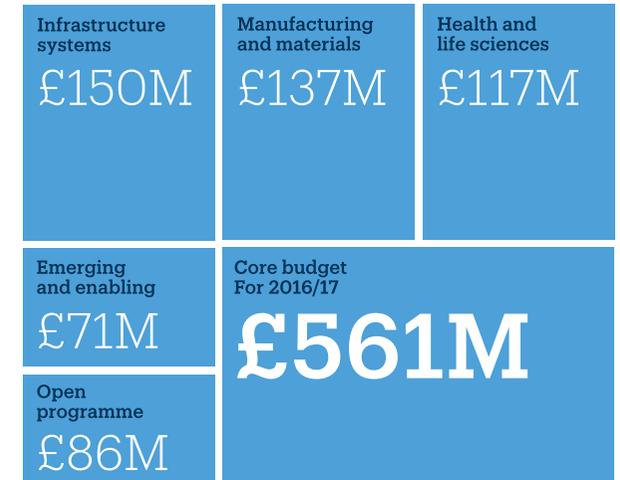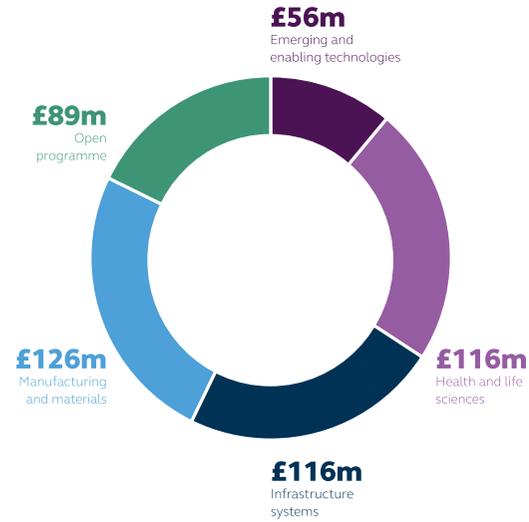
- printed at least 10mm in diameter.

Chart styles

Charts should:

- use brand colours to denote categories

- avoid tints where possible

- integrate circles where possible

- use slender bars

£56m
Emerging and enabling technologies

£89m
Open programme

£116m
Health and life sciences

£126m
Manufacturing and materials

£116m
Infrastructure systems

Infrastructure systems	Manufacturing and materials	Health and life sciences
£150M	£137M	£117M

Emerging and enabling	Core budget For 2016/17
£71M	**£561M**
Open programme	
£86M	

	40
	25
	45
	60
	35
	55

Bring it
all together

Press advert 1

Press advert 2

Digital adverts

Brand posters

Intelligent
transport
by Red Ninja
Connections by Innovate UK

We're always looking
to back the best ideas.

Discover how we could
help your idea shine at
innovateuk.ukri.org

Innovate UK is part of UK Research and Innovation

Innovate UK

Three-dimensional
crop growth by
Saturn Bioponics
Finance by Innovate UK

We're always looking
to back the best ideas.

Discover how we could
help your idea shine at
innovateuk.ukri.org

Innovate UK is part of UK Research and Innovation

Innovate UK

Smart
mapping
by Gettrik
Insight by Innovate UK

We're always looking
to back the best ideas.

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help your idea shine at
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Innovate UK is part of UK Research and Innovation

Innovate UK

Innovate UK

Out of home

Hypersonic travel by Action Engines
Finance by Innovate UK

We're always looking to back the best ideas.

Discover how we could help your idea shine at innovateuk.ukri.org

Innovate UK

Innovate UK is part of UK Research and Innovation

True AI by I-Studio
Connections by Innovate UK

We're always looking to back the best ideas.

Discover how we could help your idea shine at innovateuk.ukri.org

Innovate UK

Innovate UK is part of UK Research and Innovation

Automated journeys by wheel-i
Insight by Innovate UK

We're always looking to back the best ideas.

Discover how we could help your idea shine at innovateuk.ukri.org

Innovate UK

Innovate UK is part of UK Research and Innovation

Innovate UK

Social posts

Opinion post

- bold typography to clearly communicate (20 word maximum quote)
- colour background with contrasting device colour increases cut through
- graphic device focuses on a headshot to provide context
- opinion posts assets to be produced by the content team

Campaign post

- image generated for the campaign catches the eye
- small device focusing on campaign title ties the post back to the master brand
- campaign twitter cards assets to be produced as assets by the content team

News post

- no brand device to maintain speed and editorial feel
- however the image is treated for saturation and should abide by the photo guidelines: context, character, colourful

Call to action post

- large device focuses attention on the call to action
- coloured washed image as background emphasises offer and ties into brand
- a bank of standard call to action posts is available from the asset library

Social channels

Event stand

Leading the
UK's investment
in innovation

Smart
mapping
by Gettrik

Finance by
Innovate UK

Discover how
we could help
your idea to shine

Effcent
commuting
by TravelAI

Connections

Innovate UK

Innovate UK is part of
UK Research and Innovation

Renewable
power by
Act Blade

Insight by Innovate UK

Pull-up banners

We're always looking
to back the best ideas.

Discover how we could
help your idea shine at
innovateuk.ukri.org

Innovate UK

Three-dimensional
crop growth by
Saturn Bioponics

Finance by Innovate UK

Innovate UK is part of
UK Research and Innovation

We're always looking
to back the best ideas.

Discover how we could
help your idea shine at
innovateuk.ukri.org

Innovate UK

**True
intelligence
by Studio AI**

**Connections by
Innovate UK**

Innovate UK is part of
UK Research and Innovation

Intranet

Report covers

**Scaling up:
the investor
perspective**

How innovative UK
businesses can achieve
sustainable growth

November
2017

Innovate UK

Innovate UK is part of
UK Research and Innovation

**Competition
results 2017**

Analysis for Innovators

Innovate UK

Innovate UK is part of
UK Research and Innovation

**Ev
Fram**

January
2017

In
UK Re

**Evaluation
Framework:**

How we assess our
impact on business
and the economy

December
2017

Innovate UK

Innovate UK

Powerpoint

Document cover

Delivery plan | Executive summary

Building on our momentum

Our focus for the last 5 years has been on driving innovation across the UK. This we have done by investing in high-potential innovation projects as part of the strategies we developed in a number of priority areas, as well as connecting businesses with each other and with research and by establishing the Catapult centres. This has enabled us to make excellent progress and build momentum.

Now our focus will be to build on that momentum to accelerate sector growth. To do that, in terms of innovation funding, we need to expand our focus on projects and opportunities to concentrate on the growth of the investment-worthy businesses that those opportunities create and on how those exciting new companies can accelerate the value chains.

We have therefore restructured the organisation into sector groups, which are easier for the industry, investors and the government (local, devolved and central) to understand. These are:
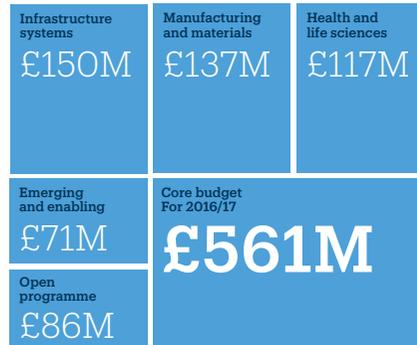
• Emerging and Enabling Technologies
• Health and Life Sciences
• Infrastructure Systems
• Manufacturing and Materials

Underpinning the activity of the sector groups, we have set out our 5-point plan that will ensure we focus on driving productivity growth. We will:

• turn scientific excellence into economic impact and deliver results through innovation, in collaboration with the research community and government

• accelerate UK economic growth by nurturing high-growth potential SMEs in key market sectors, helping them to become high-growth mid-sized companies with strong productivity and export success

• build on innovation excellence throughout the UK, investing locally in areas of strength

• develop Catapult centres within a national innovation network to provide access to cutting-edge technologies, encourage inward investment and enable technical advances in existing businesses

• evolve our funding models, ensuring businesses we work with get the right kind of funding at the right time and helping public money go further and work harder.

The Government has said that it intends to implement the recommendations of Sir Paul Nurse's review of the research councils by creating Research UK, a new body incorporating the seven research councils, and that it would look to integrate Innovate UK into this new body. This year we will work in increasingly close partnership with the research councils, building on the firm foundations laid in previous years.

Infrastructure systems	Manufacturing and materials	Health and life sciences
£150M	£137M	£117M

Emerging and enabling	Core budget For 2016/17
£71M	£561M

Open programme
£86M

How we are helping business

Innovate UK supports ambitious UK businesses to grow by helping to fund their groundbreaking projects and by connecting them to the right partners.

Funding

Our funding helps UK businesses to develop the ground breaking technologies that will meet and define the markets of the future. We provide core funding for innovation infrastructure in the UK, including the network of Catapult innovation and technology centres, and we fund a wide range of innovative business projects through our competitions. We will run funding competitions this year in each of our sector programmes.

They will have a broad sector scope and will focus on the particular innovation challenges and opportunities in each sector.

We will also run funding competitions in our open programme to provide grants for the best innovative ideas that could come from any innovative UK company working in any high-value innovative technology, business model or process in any area of the economy.

In 2017/18, the second round of funding competitions in our sector programmes will comprise two competitions, each covering two sectors.

This enables an additional open competition to run and provides more opportunities for businesses across the economy to apply for funding at a time more suitable to their business and innovation development cycle. We will also deliver competitions for grants or contracts on behalf of government departments or other public sector organisations.

Working globally

We will work with emerging economies to translate the UK's innovation expertise into business solutions for socio-economic challenges. The Newton Fund competitions support UK companies to establish global partnerships and exchange knowledge with organisations in some of the most dynamic markets in the world, such as China, India and Malaysia.

They will address challenges such as air pollution, rapid urbanisation and the production of nutritious, safe and affordable food. This year, we will expand the Newton Fund Global Innovation Policy Accelerator programme – a professional development programme for innovation leaders from Newton Fund partner countries.

We will continue to support business participation in European Commission programmes, such as Horizon 2020, through the European Enterprise Network, Knowledge Transfer Network and our expert team of national contact points. These programmes help innovative SMEs grow and scale, and build collaborations, partnerships and supply chains in the EU and beyond. Although the UK is set to leave the European Union, the UK government has guaranteed to honour all EU funding commitments to UK enterprises.

Budget 2017/18

The pie charts show how expenditure on our core budget breaks down approximately across the sectors we support and how much additional money will be invested in delivering the Industrial Strategy Challenge Fund

£56m
Emerging and enabling technologies

£89m
Open programmes

£126m
Manufacturing and materials

£116m
Infrastructure systems

£116m
Health and life sciences