

## Department for Energy and Climate Change

### **Innovation EEF Incubation Support LOT1: Coordination**

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### Response to Invitation to Tender Ref: 942/12/2014

January 2015

Bid for LOT 1

Carbon Limiting Technologies

## Section1: Table of Contents

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## **Section 2: Executive Summary**

This tender is a bid for LOT1: Coordination & Planning from Carbon Limiting Technologies Ltd (CLT).

CLT are pleased to present our proposal to provide ongoing coordination and incubation planning to innovation companies within the DECC Energy Entrepreneurs Fund.

Our services under this LOT1 cover:

- Coordination of EEF round 1-3: ongoing support to 68 current projects, falling to approx. 40 projects closing out at end of programme.
- Coordination of EEF round 4: approx. new 15 projects from Feb 2015
- Coordination of non-EEF projects: approx. 11 projects
- Incubation planning for EEF round 4 only (70 Incubation Plans already completed for rounds 1-3)

### ***Performance***

CLT is currently coordinating and managing the delivery of incubation support services to a portfolio of c.80 DECC grant recipients (68 EEF and 11 other Low Carbon Innovation grant recipients), mainly SMEs. CLT is also managing the supply of task consultancy services from DECC Providers (on Framework contracts or as to be appointed under LOT 2 of this tender).

We are currently overseeing delivery of 92 active consulting tasks (by the Framework Providers), and maintaining monthly updates with Incubation Manager's to help them scope and arrange support for each grant recipient.

By March 2015 the EEF Incubation Support relationships will have been in place, in some cases for nearly 2 years (with Phase 1 Companies) and the plan is for the Incubation Support to be delivered seamlessly to the Phase 2 and Phase 3 projects scheduled to complete in March 2016.

CLT has developed an in-depth knowledge of all the grant recipient's businesses, stage of technical and commercial development, and their support requirements through our role in incubation planning and co-ordination. We have support relationships or contact with virtually all of these companies through our role as coordinator including incubation review meetings, assisting Framework Providers to prioritise and scope tasks, resolving issues concerning deliverables or expectations, and selecting the best resources to deliver the incubation support tasks.

Over the course of engagement with the programme, CLT as coordinator helps grant recipients receive support tasks from more than one Provider and specialist subcontractor (IP, legal, and product design). This ensures the most appropriate experience is sourced for the work, and provides the grant recipient access to a diversity of expertise and professional viewpoints.

Feedback from grant recipients on the value, quality, and impact of the support tasks and incubation management role undertaken over the course of the programme so far has been uniformly very positive (see end of Section 3(b) Methodology for a summary of results).

Incubation Support too many of the Phase 2 & 3 companies is scheduled to be completed mid to late 2015/16.

If offered this LOT1, CLT can immediately deliver the requirements for LOT 1 from day 1, building on the experience and infrastructure described in this proposal, with no downtime or handover costs. We can continue to serve the current portfolio of grant recipients effectively, manage the LOT2 Service Providers efficiently, and deliver the performance and outcomes required to deliver a successful programme.

We believe that changing the coordinator 2/3 way through the-programme would adversely impact on the outcomes. It will take a significant amount of time for a new Coordinator to familiarize themselves with the ongoing programme work for c.60 Companies, and an in-depth appreciation of the capabilities of the Providers on LOT2 (which CLT has built up now over 18+ months). There would also be a management time cost to DECC and to the Companies in the programme to introduce new Coordinators.

We are pleased to present this proposal to DECC and would welcome the opportunity to continue working on the EEF and LCI programmes.

## Section 3 Meeting the Specification:

### ***(a) Understanding the requirement***

DECC Low Carbon Innovation team has issued a range of grants, loans and procurement contracts to developers of low-carbon innovations in a wide range of technical areas and markets. DECC is also providing recipients with commercial consultancy services via “Incubation Support” to improve the chances of successful technology commercialisation.

Under EEF Phases 1-3, DECC awarded approximately £35 million of grants to 70 projects ranging from university spin -outs, and SME’s to corporates. Phase 4 will award a further £5m grant funding. DECC have also awarded Non-EEF Low Carbon Innovation grants/SBRI.

Recipients span a wide range of technology-market sectors including renewable energy, energy efficiency, building technologies, transport, bioenergy, as well as carbon capture, energy storage, and water treatment technologies.

This LOT1 is for continued and new Coordination (management) & Planning of LOT2 incubation support and commercialisation services to companies in the Energy Entrepreneurs Fund, specifically:

1. Continued Coordination of Phase 1-3 Companies (68 falling to c.40)
2. Coordination of Incubation Support to Phase 4 Companies (c.15)
3. Continued Coordination of selected Non-EEF Companies (c.12)
4. Incubation Planning for Phase 4 Companies (c.15)

The objective of Incubation Support is to provide a range of timely and value for money support to assist DECC funding recipients to bring their innovations effectively to market; using LOT2 Providers to deliver specialist advice, knowledge, skills, access to networks and market engagement to the funding recipients.

CLT recognise that grant recipients (current and future) are at varying different levels of technical and commercial readiness, and that the type and rate of support that they need and can absorb varies significantly. It is part of CLT’s Incubation Planning & Support Coordination methodology (explained later) to carefully identify needs, select and scope the support to suit the stage and capabilities of the recipient. Also, to focus the support on activities which can have maximum impact. Our methodology is explained later.

DECC requires the incubation support to deliver value for money, provide tangible outputs, recordable impacts on the grant recipients specifically in helping achieve commercial outcomes.

CLT has proven experience, track record and methodology to meet these requirements. For example, CLT built into the Planning and Incubation Support process a focus on commercial objectives and scorecard metrics in order to:

- **Align aspirations:** Capture commercial aspirations at the start of a project (using incubation planning) in order to align expectations of the grant recipient, DECC and the incubation support Providers
- **Focus companies:** Including scorecard metrics in the discussion cements or develops commercial focus for companies
- **Instruct Providers:** Objectives and alignment for Incubation
- **Measure incubation impact:** Helps identify impact of incubation support
- **Inform stakeholders:** Indicators for DECC and other departments
- **Record:** Build a record of the commercial progress of grant supported businesses

CLT establish a focus on commercial outcomes by including the following Commercial scorecard throughout the incubation process which is shared by the Companies, Incubation Providers, DECC and Coordinators:

REDACTED

The Commercial Metrics in this table are reviewed at various stages:

- At planning to indicate which type of commercial objective is seen as most likely,
- During the grant and incubation project to review progress/barriers to achieving the selected objectives and alternative options,
- At project close-out to record achievements or progress towards the objective.

#### CLT Track Record with DECC EEF:

CLT has been a Framework Provider to DECC managing the EEF incubation programme since inception in November 2012. In summary CLT has provided:

- Incubation Planning: CLT has delivered 80 incubation plans since Feb 2013
  - Plans are delivered as part of the grant application assessment
  - Workshops are arranged at short notice and completed quickly
  - Any issues that impact on the grant delivery are flagged to DECC
  - Feedback is shared with the applicants and informs subsequent support
- Coordination: CLT has coordinated delivery and management of:
  - 250 support tasks (an average of 3.5 per company) as at Dec 2014 within time and budget to 70 grant companies (see table below)
  - DECC Framework Providers (ARUP, Mott MacDonald, Carbon Trust, Parsons Brinckerhoff, and specialist legal and IP subcontractors).
  - Incubation Manager team, providing objectives and guidance
  - Coordinated all task scopes & budgets approval, QA on all deliverables, and reviewed impacts (across the grant recipients)

EEF Task Status	Number Tasks	Description	at 31 December 2014
Scoping	10	New tasks being scoped	



Approved	5	Approved yet to start
WIP	76	Approved and in progress
Closed	8	Tasks curtailed (eg. business requirements changed)
Completed	152	Approved and completed
	<b>251</b>	

### Value for Money:

CLT has actively managed the budget spend, allocation of work, and throughput by Frame Providers to successfully achieve an even spend over the duration of a programme. This has required “hands-on” liaison and following-up with Providers to ensure work is scoped and quality delivered in a timely manner, providing value for money and within agreed budgets.

Out of an EEF Incubation Support (tasks including IMs) budget of £redacted million to be spent over the duration of the programme (originally 2.5 years Oct12-Mar15), the approved budget as at Dec14 was £redacted million (including task work in progress) of which £redacted million had been spent. LOT2 (£1.3m) thus covers the remaining work in progress and any new support for all Phase 1-4 companies to end March 2016.

## **(b) Methodology**

### **1A. Incubation Co-ordinator**

**Role:** To coordinate delivery of the incubation support programme to the grant recipients. Including allocation of Incubation Planner to each grant recipient, approval of scopes of work designed by incubation manager, review of incubation work deliverables, creation and management of incubation processes, monthly progress reviews with incubation managers and reporting to DECC. **Skills:** This is a senior role requiring excellent organisation, planning and communication skills.

**CLT Approach:** The landscape Chart on the next page is an overview of the methodology and processes CLT has put in place for delivering incubation coordination to a large number of recipients. This shows:

- Incubatee Companies - ie. grant/SBRI recipient (up to c.60-80 at any one time)
- Incubation Plans prepared by Coordinator
- Coordinators main responsibilities (but not all coordination tasks)
- Incubation Managers (to date: ARUP-Optimum, Carbon Trust, CLT, Mott, Parsons\*)
- Incubation Task Providers (to date: ARUP, Carbon Trust, CLT, Mott, Parsons\*)
- Budget and task tracking, and invoicing information flows
- DECC back office/PMO

\*We note that: BVG is also a Task Provider for LCI (Non-EEF) Offshore Renewables Incubation. We also recognise that the Provider of Incubation Support from April 2015 will depend on whoever is successful on the LOT2 Tender.

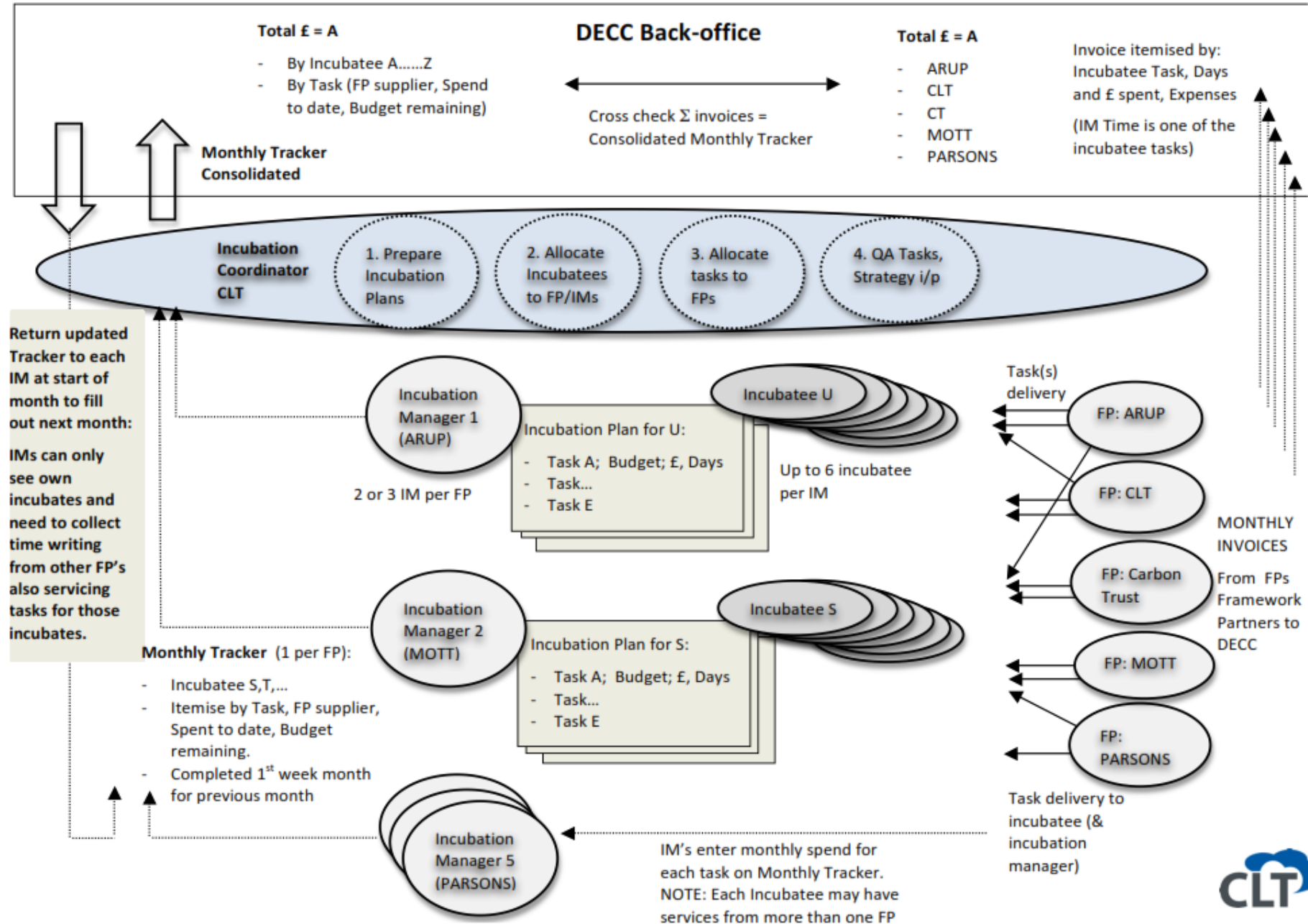
Otherwise, the coordination process is running very smoothly and we propose to maintain it for LOT 1: April 2015-Mar 2016.

Please note that CLT are also leading a Consortium bid for LOT2: "Provider of Incubation Managers and Tasks". We discuss how we propose to manage the relationship between Coordinator and Task Provider roles in the Management and Delivery section of this LOT1.

Below the Chart, we provide descriptions of our methodology across the four main Coordination Task areas listed in the Tender document:

1. Support to DECC
2. Support to Projects (Companies)
3. Coordination of Incubation Support.
4. Evaluation and Feedback





The table below sets out CLT's Methodology for the four main Coordination areas listed in the Tender document. For each area we describe how we have managed tasks for DECC since Oct 2012, where we propose to maintain the method, or make changes, and any specific actions we propose for the 2015/16 period (eg. to handle Project close-outs, bringing in Phase 4 companies, EEF Network Event, Updated Support Satisfaction Survey etc).

Coordinators Role	CLT Methodology and Delivery for Coordination of Incubation Support for DECC EEF & LCI (non-EEF)
<b>1. Support to DECC:</b>	
<ul style="list-style-type: none"> <li>Set up and maintain management tools for incubation, claims and applications;</li> </ul>	<p>For 2015-16, CLT propose to improve, maintain and (where necessary or where DECC requires) update the set of tools and processes that CLT has already set up for EEF Incubation, Grant Claims, Grant Applications.</p> <p><b>(a) Incubation: Basecamp and Task Tracker</b></p> <p>CLT has set up and maintained separate on-line Basecamp Project Management tools for EEF Incubation and LCI Incubation. Within each Basecamp there is a folder for every EEF (or LCI) company this provides a time stamped repository for documents and discussions. Access is controlled, by the CLT co-ordinator so that Incubation Managers (IM), DECC Monitoring Offices (MO), can only access projects for which they are responsible or working on.</p> <p>EEF Incubation Basecamp is accessible by IMs, CLT, DECC MO's and contains:</p> <ul style="list-style-type: none"> <li>- Folders and history for 70 EEF companies</li> <li>- Statements of work (draft, CLT discussion with Support Providers, and approved scopes)</li> <li>- Task deliverables (and feedback comments)</li> <li>- Monthly Reports from IMs (Providers: ARUP-Optimum, Mott, Parsons, CT, CLT)</li> <li>- Templates for SOW, Monthly reports</li> <li>- Best Practise sharing area encouraging companies to post challenges and seek solutions from the network</li> </ul> <p>LCI Incubation Basecamp is accessible by IMs (from BVG, CLT, CT) and DECC MO's contains</p> <ul style="list-style-type: none"> <li>- Folders for 12 non-EEF low carbon innovation companies</li> <li>- Statements of work, and task deliverables (and feedback) will be uploaded as work progresses</li> </ul>

- Monthly Reports from IMs
- Templates for SOW, Monthly reports
- Best Practise sharing area encouraging companies to post challenges and seek solutions from the network

**Task Tracker:** Following meetings and consultation with DECC back office and their consultants CLT has set up a Task Tracker spreadsheet which holds a record of all approved Incubation Support tasks (c.250 to date) by Company, Task Title, Short description, Budget, Expenses, Duration, Support Provider. It tracks monthly progress against all task budgets and provides indicators for task progression, tasks completed, work in progress, support value per Company (grant recipient), Incubation Management time, spend by Provider, total spend across the Incubation Support Programme; also consolidated summary of cumulative spend and forecast spend to the end of the programme. It is updated after the end of each month with data from Incubation Support Provider(s) which is checked by the Coordinator to ensure spending is in line with expectations. There is a Tracker for EEF Companies (70) and another for LCI Companies (12). Trackers are forwarded to DECC PMO each month for reconciliation against Provider invoices.

We propose to maintain this system for 2015-16, to track task approvals, spend delivery and fees from LOT2 Provider.

[See Section 3 of table for description of Incubation Coordination tools used with Companies and Task Providers]

**(b ) Grant Claims set-up**

Following a request from the DECC Programme Manager, CLT designed and documented the grant claims process. The documented report is available on request and includes:

- Claims review process (transparent, efficient and streamline)
- Claims query escalation process
- Claims guidance document for grant recipients
- Claims submission templates (financial and progress reports)
- FAQ for managing claims via Basecamp
- Pack of Claims Process documents for DECC MOs
- Project close out procedure and evaluation template for completion by Companies

EEF Claims Basecamp is accessible by Grant Recipient, DECC MOs, Coordinator & DECC Project Office contains:

- Signed Grant offer Letters and successful application documents
- All claims submitted by grant recipients
- Record of Monitoring Officers processing of each claim
- Record of correspondence on claims with grant recipients
- Visibility of DECC Project Office claim processing and payment stage

CLT proposed to maintain this infrastructure for 2015/16 so that grant recipients have a central location to submit their grant claims, DECC MOs and PMO can efficiently process claims. All parties have visibility, transparency and can check claims status and progress.

**( c ) Grant Applications:**

CLT designed, documented and provided the following to set-up and support the grant application process:

- Updated Applicant Guidance notes, application Form and application submission process (for Phase 2 & 3)
- Stage-1 Eligibility Criteria checklist (Phases 1,2,3); We propose to re-use for Phase 4
- Technical assessment process document and scoring criteria (used by DECC and grant assessors); we propose to reuse for Phase 4
- Application tracking and access permissions (on Basecamp): see above for Phase 4
- Full set of Technical Assessors documents (Phase2&3: to be updated if needed for Phase 4) including:
  - o Slide pack: Programme background, Assessment method, Giving feedback, Use of Basecamp
  - o Assessor scoring guidance document (9 pages)
  - o Assessment template: survey monkey & word version
  - o Design and delivery of training session for 50 assessors including hand-outs
- Designed and documented VC Commercial Panel shortlisting process (Phases 2&3): re-use for Phase 4
- Issued VC Commercial panel questionnaire (Phase 3): we propose to repeat for Phase 4



	<ul style="list-style-type: none"> <li>- Created Tech-Commercial Comparison Matrix for VC Panel session (Phase 3): propose to re-run for Phase 4</li> <li>- Facilitated VC Commercial Panel session (Phase3): DECC have invited CLT to repeat for Phase 4 on 25<sup>th</sup> Feb15</li> <li>- Assistance, when requested, to draft response letters to applicants for DECC approval and issue (Phases 2 &amp; 3): repeat for Phase 4 as needed.</li> </ul> <p>CLT has set up and manages access to Grant Applicant Folders on Basecamp for EEF Phase 4 and provides support to applicants in how to use Basecamp. EEF Basecamp:Applications contains:</p> <ul style="list-style-type: none"> <li>- Grant Application documents from all applicants (successful and unsuccessful)</li> <li>- Snap shot record of grant applications as submitted by each Phase deadline (applicant access is then closed).</li> <li>- Subsequently accessible by Grant Assessors, Commercial Assessor, DECC MOs, and the Coordinator.</li> <li>- Successful applications are copied to Basecamp:Claims and unsuccessful applications are archived</li> </ul> <p>This allows easy access and download to all the many files (application, appendices, finance, Letters of support etc) relating to each grant application by multiple people at the appropriate times.</p>
<ul style="list-style-type: none"> <li>• Support DECC with official communications eg attendance at key events, provision of briefing material related to incubation support;</li> </ul>	<p>CLT fully appreciate that the EEF is a flagship programme for DECC and that information for official communications needs to be accurate, up to date and provided quickly. In the last two years we have achieved this through the creation of key databases which we propose to maintain to support DECC to compile official communications:</p> <ul style="list-style-type: none"> <li>- EEF Portfolio - Summary Descriptions for each Company</li> <li>- EEF Portfolio – Hierarchy of clean tech categories,</li> <li>- EEF Portfolio – Allocation of each Company into the hierarchy to produce a summary pie chart characterised by techno-market sector.</li> <li>- Task Tracker – Summary information as requested including for example charts of types of incubation support task delivered</li> <li>- EEF Commercial Scorecard Metrics: recording grant recipient’s progress with technology licensing deals, first sales, fundraising, securing trials and pilots, industrial partnerships secured. By company and across portfolio.</li> <li>- Case studies and testimonials for how incubation support tasks have assisted the grant recipients.</li> </ul>



	<ul style="list-style-type: none"> <li>- Slide Pack presenting the EEF programme (originally prepared for “Towards Successful Commercialisation” event Nov 2013, and updated regularly).</li> <li>- Recommendation to DECC of companies from the EEF Portfolio to attend DECC sponsored events</li> </ul> <p>We have provided the above since 2013 and propose to improve and maintain these records and presentations for P1-4 and Non-EEF going forward. For past and proposed event organisation and attendance see section 4 below.</p>
<ul style="list-style-type: none"> <li>• Prompt liaison with DECC regarding red flag grant projects;</li> </ul>	<p>Red flag projects represent a reputational, financial responsibility to DECC. Also if highlighted early enough, some of these red flag projects can be re-scoped to deliver successful projects. CLT is fully aware of the need to act with immediacy. CLT as Coordinator does this by gathering information from:</p> <ul style="list-style-type: none"> <li>- Incubation Managers who have regular contact with grant recipients, which is fed back in Monthly Reports</li> <li>- The line of communication to the DECC MO’s.</li> <li>- Direct from EEF companies who get in touch to discuss potential issues</li> <li>- Delays obtaining Company input on agreed incubation tasks (because they are pre-occupied by other issues)</li> </ul> <p>Where an issue or potential issue is identified CLT as Coordinator checks the details and urgency, and either (i) raises immediately with DECC Programme Manager and Senior Staff or (ii) Places on Agenda for the DECC Monthly Update. CLT then agrees with the DECC Programme Manager and MO a course of action.</p> <p>Examples to date include where IM/CLT identified issues:</p> <ul style="list-style-type: none"> <li>- Lack of evidence of progress with grant project (eg. redacted)</li> <li>- Lack of technology expertise necessary to deliver grant projects (eg. redacted)</li> <li>- Mismatch between grant project process and planned commercial next-step leading to review of grant project plan (eg. redacted)</li> <li>- Cash-flow problems or delays with match funding (eg. redacted)</li> <li>- Queries on grant claims where companies have consulted CLT (eg. Redacted etc).</li> </ul>
<ul style="list-style-type: none"> <li>• Prepare monthly</li> </ul>	<p>Monthly reporting is key to managing an efficient process, communicating progress and issues with DECC management</p>

<p>review reports, including budget, and presenting to DECC at monthly meetings.</p>	<p>and setting priorities for the coming month.</p> <p>CLT would propose to improve and maintain the current monthly reporting processes developed specifically for the EEF programme. Since October 2012 CLT has maintained a schedule of:</p> <ul style="list-style-type: none"> <li>- Monthly Update reports from Incubation Managers for each EEF company in the portfolio are loaded to Basecamp</li> <li>- Monthly meetings or progress calls with DECC Programme Managers (previously: redacted currently: redacted) and Senior Managers (redacted). For these meetings CLT prepare <ul style="list-style-type: none"> <li>- Agendas (with red-flag issues) before each meeting/call.</li> <li>- Minutes or actions by email afterwards.</li> <li>- Monthly Incubation Support Budget &amp; Forecast spend chart is presented (from Tracker).</li> </ul> </li> </ul> <p>The DECC review meetings are also the forum for future changes and improvements to the programme. CLT has used this process to introduce: IM-MO best practice sharing session, Commercial Scorecard Metrics, Event Planning, Mid-Project Reviews. Incubation Support Review Workshops.</p>
<p><b>2. Support to Projects:</b></p>	
<ul style="list-style-type: none"> <li>• Gain an in-depth working knowledge of all projects to ensure that the proposed incubation tasks are addressing the key areas for commercial support at the right time;</li> </ul>	<p>CLT currently has an in-depth, up to date working knowledge of all the companies in the EEF and LCI portfolio. Over the last two years we have met every company at various events including TSB, Sector specific, Rushlight, we have seen many of them deliver 5 minute pitches and given feedback at events like Eco connect. For 2015-16 we propose to continue with a similar level of engagement with companies in the programme as described below and will also complete ISRWs with a number of Phase 3 companies, and in due course with Phase 4 companies.</p> <p>Our process for familiarisation with projects and companies is as follows:</p> <ul style="list-style-type: none"> <li>- CLT Partners and Coordinators review ALL Incubation Plans and provide comments</li> <li>- We discuss Company needs with Incubation Support Provider(s) and select the IM</li> <li>- We contact Company's directly to check there is common understanding of needs and task objectives</li> <li>- We participate in task progress conference calls &amp; workshops between Provider and Company</li> </ul>

	<ul style="list-style-type: none"> <li>- CLT Partners/Coordinators hold meetings or mid-project Incubation Support Review Workshops with companies (see below) at least once during the support</li> <li>- We review all Task Statements of Work submitted by the IM (see below)</li> <li>- We review and QA all Deliverables from tasks and provide feedback (see below)</li> <li>- We deliver some tasks directly to Companies requiring us to build knowledge</li> </ul> <p>[Editing note: Compile a list of all the companies (from the IM-MO List) showing which companies CLT have engaged with: iPlans (all), ISRWs (c.20), Meetings &amp; Provider support, Attended task w/shops (redacted etc), Facilitated teleconf on task scopes, Delivered tasks, Mid-project Reviews. This will pretty much cover all 70.</p>
<ul style="list-style-type: none"> <li>• Conduct incubation support review workshops to gain an independent view on grant recipient progress and provide recommendations for priority support tasks;</li> </ul>	<p>We select a number of companies from the EEF portfolio to meet for incubation support review workshops. These are typically undertaken midway through the grant project. The companies selected are typically those that CLT Coordinators are less familiar with (aside from the initial Incubation Planning). The companies are selected from across all Incubation Managers.</p> <p>These review workshops/meetings with the companies are used to monitor the Incubation Support that has been provided, how it has been used, what progress the company has made since the iPlan was completed, whether the commercial objectives are still the same, what gaps are still to be filled and which are most pressing. We check whether the current or next task is going to help address the pressing gaps and if necessary recommend scope changes or new support. We ensure the Company can articulate exactly what they want from the next piece of support and why. We also check:</p> <ul style="list-style-type: none"> <li>- industry introductions or referrals we can make (within the EEF Network &amp; beyond)</li> <li>- where information or data exists elsewhere in the programme that could be shared</li> <li>- where stronger liaison with DECC MO or generally could assist the project</li> <li>- if other DECC Providers have expertise that should be introduced</li> </ul>

	<ul style="list-style-type: none"> <li>- if there are other EEF Companies they could collaborate with or share experience</li> </ul> <p>Outputs from each ISRW are:</p> <ul style="list-style-type: none"> <li>- a summary list of key points, recommendations, and actions for the IM to follow-up</li> <li>- Clear direction and objective for the next support task</li> <li>- sometimes, a renewed focus for the IM and support work</li> </ul> <p>To date CLT Partners/Coordinators have undertaken 20 ISRWs with: redacted For 2015/16 we propose to continue to run ISRWs and estimate 15 will be undertaken:</p>
<ul style="list-style-type: none"> <li>• Maintain an open door policy to allow grant recipients to call directly;</li> </ul>	<p>CLT's approach to Coordination has been/will be to maintain a high-profile in communicating with the grant recipients at all stages of their engagement with the EEF. For example we:</p> <ul style="list-style-type: none"> <li>- Issue congratulatory emails on provisional grant award and liaise with the recipients to make Incubation Planning arrangements,</li> <li>- Explain the roles of the Planner &amp; Coordinator, DECC MO, Incubation Managers, and Task Providers (including that they can come to the Coordinator with any questions or issues)</li> <li>- Contact the company to introduce their IM</li> <li>- Set up their Folders on Basecamp</li> <li>- Dedicated meetings :Ensure we meet each company at least twice (in course of programme delivery)</li> <li>- Organising and presenting CLT philosophy at events like Towards Successful Commercialisation, Ad hoc meetings, at conferences and events – we make a point of talking to companies present at external events, listening to investor pitches and giving feedback.</li> <li>- Get in touch to follow-up any queries that come through from DECC</li> <li>- Issue broadcast information emails from Basecamp regarding EEF and other Cleantech events, other grant and funding competitions.</li> <li>- Requesting feedback information on the value of incubation support delivery</li> </ul>



	<p>As a result, we believe that all EEF participants are aware of our role and open-door as Coordinator. This is evidenced by the fact that Phase 1-3 companies do already contact us if an issue arises with the support they are receiving, or if they want to explore other support options. We are also contacted regularly with questions regarding: future DECC Grants, use of Basecamp, [to complete/redraft - hard to quantify?].</p>
<p><b>3. Coordination of Incubation Services:</b></p>	
<ul style="list-style-type: none"> <li>Review and approve incubation task scopes ensuring clear objectives and efficient methodology, scope is in line with incubation plan and company priorities and needs, recommend changes as required to work or deliverables, review and compare value for money;</li> </ul>	<p>The approach we have adopted and would continue to employ and improve for review and approval of tasks is as follows:</p> <ul style="list-style-type: none"> <li>The IM will attend the initial kick-off meeting with the the grant recipient to be incubated to scope out the first piece of task work. The DECC monitoring officer would be welcome to join the meeting. The IM responsibility includes the scoping, progress, and management of the individual incubation task delivery and communication with the Co-ordinator.</li> <li>The draft Scope of Work including selected Provider, budget, objectives, work methodology, etc is discussed and agreed between the Co-ordinator, IM, Company, Provider and sometimes DECC MO. Once the task scope of work has been approved by the Co-ordinator it will be entered by the Co-ordinator onto an Excel spreadsheet <b><i>"the tracker"</i></b>.</li> <li>Updated information on each grant recipient and incubation task is collected at month end. The progress against the tasks is entered into the tracker. The IM writes a monthly report for each company detailing the task progress which is loaded onto Basecamp. The IM will hold a conference call with the Co-ordinator, which any representatives from DECC are welcome to join, to discuss the report including task progress and any issues. If changes to the task work are recommended they are discussed, agreed and actioned at this meeting.</li> <li>Between the regular monthly reporting periods the IM and Co-ordinator communicate progress and issues on the project management system Basecamp.</li> <li>At least once during incubation commercialisation support the Co-ordinator arranges an Incubation Support Review Workshop (ISRW) to meet with the grant recipient to review the company commercial progress, the</li> </ul>



	<p>incubation support delivered to date, and the priority for future support activities. The results of this session are fed back to the grant recipient and the IM.</p> <p>[See also Section 3(e) Management &amp; Delivery for details of our QA process for allocation of task work].</p> <p>INCUBATION SUPPORT - to facilitate coordination of incubation support to DECC EEF, CLT has designed and documented the following:</p> <ul style="list-style-type: none"> <li>- Incubation Planning Report (see section on Incubation Planning below)</li> <li>- Menu of support services (with examples of types of support task)</li> <li>- Scope of Work Template</li> <li>- Incubation Manager role and responsibility definition</li> <li>- Framework Partner (Provider) role and responsibilities</li> <li>- Scope of Work submission and review process via Basecamp</li> <li>- Deliverables submission and QA process via Basecamp</li> <li>- Task Tracker (70 companies, 250+ tasks) for programme budget, actual and forecast spend</li> <li>- Incubation Support Review Sessions (with companies)</li> <li>- Monthly reporting process from Incubation Managers to Coordinator (IM priorities, actions, red-flags)</li> </ul>
<ul style="list-style-type: none"> <li>• QA of all task deliverables - review all outputs at mid-point and at final draft, provide recommendations to incubation support delivery partner as required (including</li> </ul>	<p>The CLT Method developed for EEF task QA is as follows:</p> <ul style="list-style-type: none"> <li>- Provider deliver drafts (interim and final) of task deliverables to Coordinator. The Coordinator: <ul style="list-style-type: none"> <li>o reviews draft comparing to agreed scope of work and timescale</li> <li>o provides feedback and recommendations to strengthen output if necessary or to complete the scope</li> <li>o checks the scope objectives are still valid and are being met (seeking feedback from Company if needed)</li> </ul> </li> <li>- Provider updates or completes the deliverable</li> <li>- Coordinator confirms quality of deliverable and VfM – task deliverable (or record) loaded to Basecamp.</li> </ul> <p>Relationships (between Task Provider and Company) which need intervention are typically escalated to CLT Directors</p>

<p>feedback on reports and recommendations, and assistance with industry referrals and introductions), resolution of issues with tasks and relationships between incubation support delivery Provider and project;</p>	<p>who manage the resolution process. This can include:</p> <ul style="list-style-type: none"> <li>- Revision of scope or objectives (sometimes because the Company's immediate need has changed)</li> <li>- Negotiation of what can be realistically delivered if task had been miss-scoped by the Provider</li> <li>- Expediting Task completion where Provider is behind schedule</li> <li>- Sourcing alternative resources where (for whatever reason) Provider cannot complete a task</li> </ul> <p>Examples of previous resolutions include: redacted (detail available on request).</p>
<ul style="list-style-type: none"> <li>• Conduct monthly conference calls with incubation managers to discuss progress per company;</li> </ul>	<p>Currently the CLT Coordinators work with 17 Incubation Managers from: BVG, MOTT, Parsons, ARUP-Optimum, CT, CLT supporting 80 companies in EEF and LCI.</p> <p>Going forward for 2015-16 CLT propose to maintain the same Coordinators and coordination process, to work with the LOT2 Provider for EEF, and with the already appointed Providers for LCI Incubation. On LCI, we are currently allocating 12 LCI (Non-EEF) Companies to IMs from BVG, CLT and CT. For EEF, if the current Providers are successful in LOT2 bids, CLT would propose to largely keep the existing Incubation Managers in place with the relationships they have already established with Phase 1-3 Companies over the last 24 months; as they are well aware and update with the needs of their Companies.</p> <p>The CLT Coordinator holds a monthly teleconference (and additional occasional meetings) with each Incubation Manager to discuss:</p> <ul style="list-style-type: none"> <li>- status and progress, with incubation support tasks to each of their companies (based on IM's monthly report)</li> <li>- any issues with resourcing tasks (and whether CLT need to organise alternative Provider)</li> </ul>

	<ul style="list-style-type: none"> <li>- any red-flag issues the IM feels could impact the DECC Grant Project or Incubation</li> <li>- Identify issues to be raised and followed-up with EEF Company, Provider's Management, DECC Monitoring Officers, DECC management etc</li> <li>- discuss and agree priorities for next-step support</li> <li>- Document actions arising and follow-ups on Basecamp</li> </ul> <p>During this call the CLT Coordinators also provide a sounding board for Incubation Managers on support needs and priorities for each EEF company, guidance on task structure (what's worked, best practice, access to contacts and finding appropriate skills within Providers).</p>
<ul style="list-style-type: none"> <li>• Issue and approve monthly progress tracker to gather information on task progress per company.</li> </ul>	<p>An EEF Incubation Task Tracker is/will be collated after the end of each month. This captures the work done on each active task, for all companies in the programme. It shows:</p> <ul style="list-style-type: none"> <li>- Approved task titles and budgets, expenses, and Provider</li> <li>- Progress on tasks and on Incubation Management time budgets</li> <li>- Activity by DECC Provider and Subcontracts</li> <li>- Activity by type of support eg. (Market Research, Investment Readiness etc)</li> <li>- Monthly and Cumulative spend vs budget allocation over multi-year programme</li> <li>- Record of all support tasks delivered to each Grant Recipient</li> <li>- Record of value of De Minimis support to each recipient</li> <li>- Summary Table and Charts of activity by programme (eg. EEF &amp; LCI), Providers, tasks</li> </ul> <p>CLT has been running and evolving a Task Tracker since 2012. We propose to extend this to cover Phase 4 Companies. A separate Tracker has been set up for LCI projects.</p>
<b>4. Evaluation and Feedback:</b>	

- Liaison and communication with all service partners to gather and provide feedback, share lessons learned, and promote best practice;

CLT will coordinate support from the EEF Providers both in their supply of Incubation Managers and Task Consultants.

In this role CLT methodology has been and will continue to:

- Act as an “informed buyer” of the Providers services on DECC’s behalf
- Allocate EEF/LCI companies to a Provider with matching domain knowledge (technical and/or market)
- Define the role, responsibilities and process for Incubation Managers (from Providers)
- Direct and oversee the activities and impact of the Incubation Managers
- Resolve any delivery issues, where for example a Provider has been unable to resource a task in a timely manner, CLT organises alternative resources
- Maintained regular contact with the IMs to ensure the support task priorities requirements, scope and budgets are appropriate for the Companies
- Provide specific and documented feedback to Providers on performance and task effectiveness

**We propose to re-run an Incubation Support Survey in April 2015 with all EEF Phase 1-3 Companies and use this as the basis for a structured review and feedback to Providers to ensure strong performance is maintained.**

**Track Record:**

**Feedback to Service Providers, 2013:** six months into the programme, CLT ran an initial review of all Framework Providers performance providing one-one reports for each partner (delivered face-to-face in Nov/Dec 2013), highlighting strengths, and areas for improvement, and providing detailed specific feedback on individual task deliverables, responsiveness, work throughput and timeliness. This set clear expectations and enabled changes in performance and delivery to be monitored during 2014 when we obtained structured feedback from the Companies and used this for a Providers best practice session.

**Incubation Support – Feedback Survey April 2014:** CLT designed and run an Incubation Support satisfaction and feedback survey using Survey Monkey which is issued to EEF Companies annually. The first survey was completed in April 2014 with 50 Phase 1&2 Companies. The results were very positive and collated in a presentation pack for DECC.

	<p>75% of the Companies reported that the Incubation Support they were receiving was “extremely valuable”. See below this table for survey extracts.</p> <p><b>Incubation Managers Best Practice Sessions, May 2014.</b> CLT ran an incubation manager best practise sharing session. The event objectives were to increase the chances of EEF funded projects successfully reaching market, to share KPI’s on the programme scorecard and develop relationships between IM’s to enable an enhanced level of communication and sharing of knowledge and contacts.</p> <p>Performance expectations are now well understood and delivered. Subsequent review and feedback is generally by exception. If necessary, teleconferences with the Providers Senior Managers are arranged to address specific issues.</p>
<ul style="list-style-type: none"> <li>Build the reputation of the EEF at networking events and conferences, exhibiting at relevant events and promoting EEF;</li> </ul>	<p><b>In the 2015-16 period CLT will:</b></p> <ul style="list-style-type: none"> <li>Sponsor and attend Rushlight CleanTech Expo (29 Jan 2015) with EEF stand</li> <li>Sponsor (at CLT cost) and attend Eco-Connect Show (14 Feb 2015) with EEF stand</li> <li>Organise DECC EEF/LCI Network Event: c.150 people from Companies and DECC (April or May 2014)</li> </ul> <p><b>Track record.</b> CLT successfully delivered the following EEF events for DECC within the EEF budget:</p> <ul style="list-style-type: none"> <li>DECC EEF “Towards Successful Commercialisation” Nov13 (CLT organised entire event content &amp; speakers)</li> <li>DECC All-Staff Communications Event June 2014 (CLT organised the EEF Expo part of this event)</li> </ul> <p>At its own cost, CLT provided EEF banners and manned an stand representing DECC EEF at the following events:</p> <ul style="list-style-type: none"> <li>CleanTech Innovate Feb 2013</li> <li>Eco-Tech Show June 2013</li> <li>CleanTech Innovate Feb 2014</li> <li>Eco-Tech Show June 2014</li> <li>Energy Generation &amp; Supply KTN/DECC International Climate Fund (ICF) event (Wellcome Trust) Sep 2014</li> </ul> <p>CLT has also attended other clean-tech events (at its own cost) where we have met and referred companies to the EEF</p>



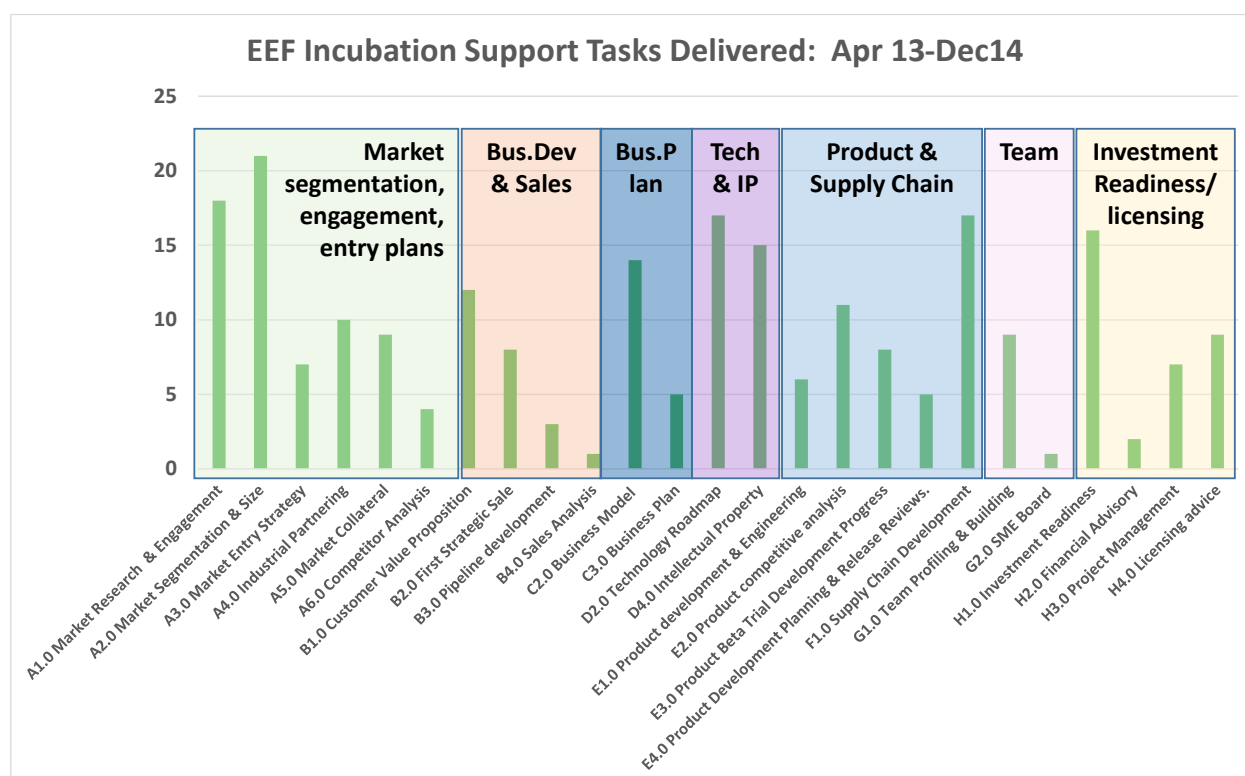
	<p>programme. This includes attendance at: Rushlight Cleantech Conferences (2013&amp;14), Eco-Connect network events (13Feb13, ), NPL Low-carbon measurement (3Sep13), ETI Showcase (8Oct13), Carbon Connect Forums (30Jan13, ), Envirotech and Cleantech Investor Summit (30Oct14 – CLT on panel), Low-carbon Innovation Coordination Group (LCICG - Mar14), H2020 Briefing by Cleantech Investor (Mar14), Shell Springboard Awards (May13, May14), Ecobuild (March 2014), TSB Energy Catalyst Grant Launch Event, Forbury Investor Network – Energy Storage Event (18Nov14).</p>
Design, organise and facilitate best practise sharing workshops.	<p>For 2015-16 we propose to organise:</p> <ul style="list-style-type: none"> <li>- Internal workshop: Incubation Manager – Monitoring Officer best practice sharing (project close out feedback from evaluation forms, Incubation Survey Feedback, and where to focus remaining Incubation Support)</li> <li>- Internal workshop: DECC Low-Carbon Innovation team workshop.</li> </ul> <p>Track record. CLT previously designed, organised and facilitated the following 7 workshops for the EEF between Nov 2012 and Sep 2014 related to Incubation Support, Claims, and Applications:</p> <ul style="list-style-type: none"> <li>- Slide presentation and info pack, and facilitated EEF Framework Providers Briefing Session (Nov 2012)</li> <li>- Designed and facilitated a Claims Process familiarisation session for DECC Monitoring Officers (May 2013)</li> <li>- Designed and facilitated the Assessors training session for Round 2 &amp; 3 Assessors (50 people) (July 2013)</li> <li>- Designed and facilitated an Incubation Support Update session for MOs (Jan 2014)</li> <li>- Prepared questionnaire, comparison matrix, and facilitated VC Commercial panel session (April 2014)</li> <li>- Designed and facilitated Best Practice Session for IMs and Framework Partners (May 2014)</li> <li>- Designed and facilitated coordination session for IMs and MOs (Sep 2014)</li> </ul> <p>All workshops were provided with pre-prepared document packs, tools and processes described earlier in this table.</p>

## Outputs, Feedback Survey, and Outcomes

Since April 2012 – December 2014 the CLT has coordinated the delivery of c.250 support tasks to EEF Companies and a dedicated Incubation Manager for each Company.

Task Status	Number Tasks	Description	December 2014
Scoping	11	New tasks being scoped	
Approved	6	Approved yet to start	
WIP	75	Approved and in progress	
Closed	7	Tasks curtailed (eg. business requirements changed)	
Completed	151	Approved and completed	
	<b>250</b>		

The following chart shows the spread of support tasks by area:



### Feedback survey from Incubation Support recipients (May 2014):

CLT design and coordinated a satisfaction survey of Incubation Support recipients as at April 2014 (which we will repeat in 2015). A full feedback report has been provided to DECC.

The figure below shows a key results from the feedback survey:

82% of (Phase 1 & 2) grant recipients rated the value of incubation support “good” and “excellent”. Those that scored the service as “average” explained that it was because it was too early in the delivery to judge the impact.

A selection of quotes from grant recipients demonstrates the value the service provides the EEF companies and can be found below:-

- *“The incubation support has been invaluable and took our business awareness to another level.”*
- *“2 [rating] given because it is too early and it takes time for an outside entity to make an impact”*
- *“This program is the only way this new technology would get to market”*
- *“An absolutely superb service that is completely invaluable to a new emerging company. The value is tremendous.”*
- *“We find the whole incubation support initiative extremely valuable and, arguably, as valuable as the grant demonstration programme itself.”*

## Outputs:

As mentioned in the Section 3(a) “Understanding the Requirements” a set of Commercial Scorecard metrics are run through the programme. We are collecting objectives and achievements against these metrics where Incubation support is assisting or has assisted in the Company achieving its objective. Each Company (and Incubation Manager) is asked to record which type of Commercial outcome is planned or most likely [most have more than one, or may be pursuing several options]. In September 2014 this was recorded for 59 companies then receiving support (Phase 1&2 and some Phase 3). The results were follows:

## Commercial Scorecard Metrics for 59 EEF Companies in Incubation Support (Sep14):

redacted

The titles record 5 categories of commercial objective. The Achieved line records where EEF Incubation support had already helped a company achieve the objective. The High and Medium lines record where the where support and commercial activity was working toward the Objectives (either with a high or medium priority). The Low or n/a line recorded were that particular type of objective was not a current priority.

In November 2014, the IMs also collated records of private funds raised by the 68 companies then in the EEF programme where Incubation Support had played a role in their investment readiness preparation. This stood at £26.2million of match funding plus £10.2m of additional funding.

The score card metrics will be updated in April 2015 when the survey is repeated.

### **CLT Added Value for Coordination**

CLT believe its methodology for incubation Coordination adds value because:

- It enables responsive but controlled and targeted support
- It manages spending and resourcing within constrained budgets and timeframes
- It includes quality assurance of deliverables and outputs
- Companies can access director level input for workshops and business reviews
- It enables Companies to receive support from several Providers (diversity of input)
- Facilitates access to cleantech expertise that Companies would not otherwise easily access eg. legal, IP, market data, test & measurement, corporate networks.
- It creates a community an network of workshops and events allows start-up companies to share experiences and best practice

## 1B. Incubation Planning

CLT has a well-established process for commercial gap analysis of technology development projects and companies, and a team of experienced consultants who delivery this.

CLT has 12 experienced individuals (Partners and Associates) trained in technology venture and Incubation Planning assessment (see section (e) Management & Delivery)

CLT's Incubation Planning resources include the following tools and documents:

1. Stage of Venture Development Model (TRL and related Commercial Readiness Level)
2. Structured 70 question set and detailed prompts in 8 Capability Areas
3. Spreadsheet tool for collecting assessors feedback
4. Incubation Plan Report – template
5. Menu of Support Services in 8 Capability Areas
6. Slide Packs for delivering Incubation Planning Sessions

Our methodology includes an Incubation Planning Tool comprising c.70 specific questions with detailed prompts which is used to structure a Planning Session face to face with the applicant's management team using. The CLT Tool is based on three key elements:

- A framework of development stages for a cleantech venture – commercial and technical development is a continuum but it is possible to divide progress into a manageable number of stages with identifiable milestones at each stage. CLT has defined commercial readiness levels (CRL) linked to each technical readiness level (TRL). Each CRL has milestones across 8 business capabilities which can be used to measure progress and identify gaps that need to be filled to de-risk the next stage of technical and commercial development.
- A set of key business capabilities to assess. We use 8 capabilities to cover: technology & IP, product, operations, market understanding, sales, business plan, team (CEO, team, board, cash), funding readiness and finance. For each capability area CLT pose a set of key questions to ascertain a clear and comprehensive picture of the company's stage and progress in that area.
- Each capability is calibrated against the performance and milestones *ideally* expected for a company or project at that stage of development. This provides a basis for identifying the outstanding commercial questions for the venture, prioritising next actions and potential areas for support.

The methodology focuses on the commercial planning and business activities that need to be developed alongside the (any) technology. It can thus be used with very early stage concepts (TRL3) through to later stage product developments (TRL8), and with start-ups, established SMEs, or tech development projects within larger Corporates.

The power of this approach is that it identifies strengths and gaps very clearly and it enables the assessor and the company to be specific about the actions that need to be taken to de-risk the next stage and increase the chances of success.



An Incubation Planning session is composed of the following steps:

<b>Step 1:</b>	COMMUNICATION. Liaise with DECC Programme Manager, Grant Applicant [Company] to communicate objective, method, agenda for Planning Session, and background on the EEF programme. CLT has created communication templates (emails and slide packs) for this purpose.
<b>Step 2:</b>	ARRANGE INCUBATION PLANNING SESSION at applicant's site within 2 weeks of provisional grant offer. Include DECC attendee and/or IM. A technology demo should be included. The Company's core team must attend.
<b>Step 3:</b>	PREPARE FOR SESSION (4 hours). Review company and project background: Read grant application. Request copy of business plan or company presentation. View the applicant's web-site and identify competition.
<b>Step 4:</b>	RUN SESSION at Company's site. This can be done as a Q&A meeting or as a facilitated session using the planning tools. Identify gaps and where Incubation Support is likely to be most required, and when.
<b>Step 5:</b>	QUESTION SET (4-5 hours). During and after session rate the company's status and progress using the questions – enter ratings in spread-sheet diagnostic
<b>Step 6:</b>	INCUBATION PLAN (8 hours). Complete Incubation Plan document, compare conclusions with relative ratings across 8 business capabilities and ensure they are consistent with what was learnt about the company. Share Incubation Plan with IM and DECC MO for comment and consensus.
<b>Step 7:</b>	CLT internal review, QA, and input to Plan and Support Recommendations. Load final version to Basecamp.
<b>Step 8:</b>	Planner and/or Incubation Manager Feedback to the Company and agree support priorities, and scope first task.

### CLT Track Record: Incubation Planning

- For DECC's EEF and LCI, CLT has conducted 80 incubation planning assessments, across a range of business from corporate to pre-revenue start-ups across all areas of low-carbon innovation. The value of grants awarded under this programme total £35 million. As a result of these assessments DECC chose not to continue with 3 grant applications, and in some other cases revised the project plans. For all others a package of commercial support was defined and is being delivered.
- Prior to this CLT already had an established and successful track record in innovation support. From 2009-2012 CLT made over 100 applicant assessments using telephone interviews, and 50 in depth business incubation assessments resulting in identification of key issues and detailed incubation plans and scopes of work.

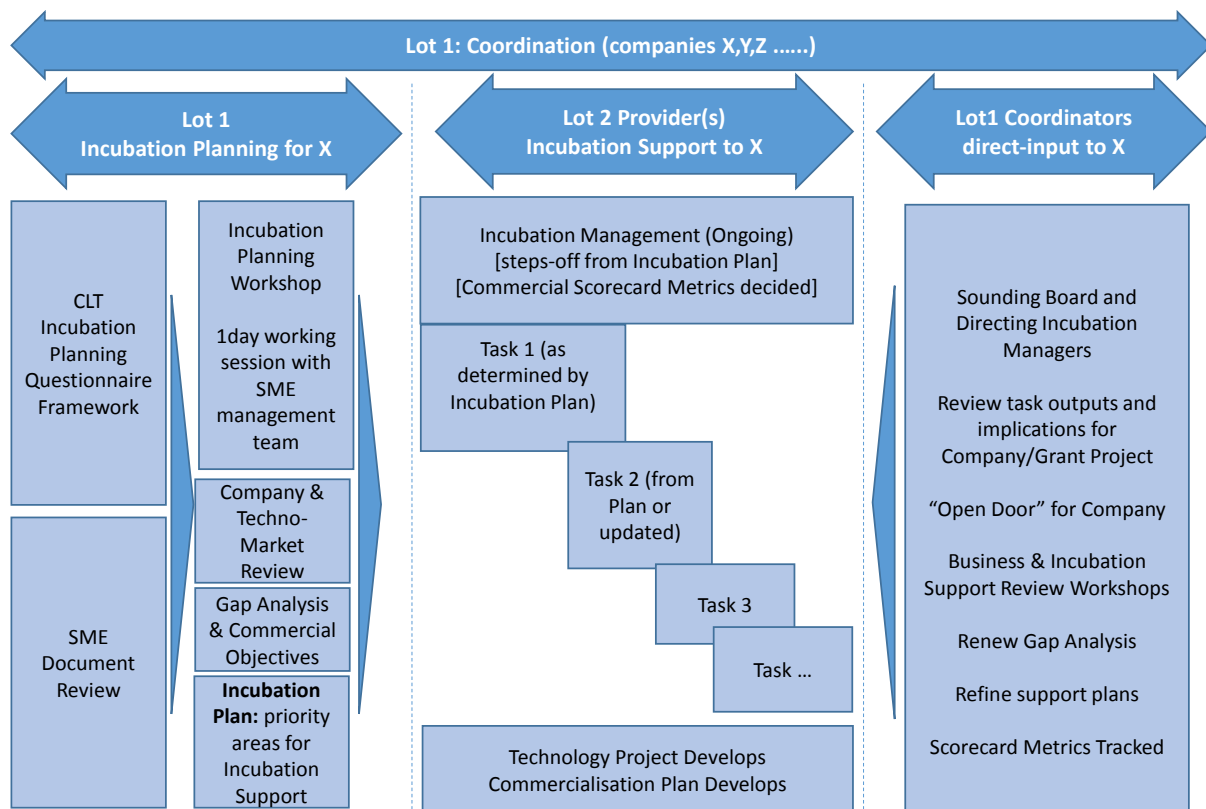
- During 2011-2014 CLT held assessment sessions with 30 companies in the South East to evaluate their suitability for the ERDF Clean Tech Incubator. The assessment output is an A4 page summary with recommendations for high-level support tasks which are then scoped in more detail in collaboration with the applicant.
- CLT performs due diligence for cleantech investors. The due diligence assessments involve a combination of company assessment and techno- market investigation including interviews with target market and industry specialists. Outputs are typically a c.30 page report highlighting: risks, competitive strength, fit to market need, capability gaps, and recommended actions.

### **Adding Value to Incubation Planning:**

CLT believe our methodology for incubation planning adds value because:

- We have developed and used it on over [120] companies over 5 years and it contains a wealth of good practise build up from observing the positive and negative experiences of technology commercialisation ventures
- It is consistently applied across all companies in the EEF/LCI programme which builds a shared understanding of common commercial issues faced by technology projects
- Highlights where knowledge and expertise can be shared across the programme
- It provides a shared situation analysis for all stakeholders (DECC as funder, the venture, and support Providers) which helps align objectives
- It's a structured way to engage with the companies, allowing feedback from all stakeholders which helps ensure support budgets can be focused and efficiently applied to deliver what the grant recipient needs when they need it

The following Chart summarises the EEF/CLI Companies interactions with the programme.



### **(c) Skills and Expertise**

CLT was created in 2006 specifically to provide commercialisation services to clean tech start-ups. We have been fully engaged in this activity since that time providing in-depth business assessment and support to over 200 clean technology ventures in energy generation, energy efficiency, and low-carbon technologies. Ventures have been at different stages and sizes from start-up, SME, to corporate projects.

All CLT partners and associates have science and technology backgrounds, commercial and management based careers, and hands on expertise in technology commercialisation. The two partners (Mark Bornhoft and Beverley Gower-Jones) each have over 25 years career experience in complementary disciplines including venture capital, consulting, corporate venturing, technology incubation, and business management. They have held roles in technology start-ups including CEO and Non Exec Directorships (ref. CV's). NED (Christopher Tchen) is a highly experienced management consultant in corporate strategy and open innovation.

CLT partners have worked at senior levels in large corporations – this is particularly helpful in working with SMEs who struggle to engage with large, complex organisations and manage the resource and timeframe this requires. CLT partners have been judges on the Shell Springboard Low Carbon Innovation and London Business School Cleantech Competitions. The key scoring criteria were technical innovation, carbon impact and commercial viability.

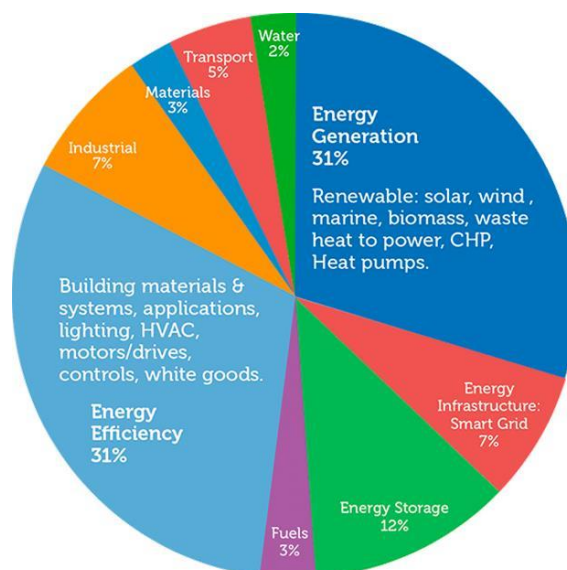
CLT has a team of trusted Associates who are all industry professionals each with 15+ years experience, including specific skills in technology commercialisation and hands on experience establishing and managing start-up ventures from a range of sources: corporates, academic spin-outs, and private sector start-ups. All have strong understanding of technology commercialisation, routes to market, investor requirements, issues faced by clean technology developers and strong links into Low Carbon Technology sectors.

CLT and its Associates have all had previous roles which involved formally assessing applicants for (a) DECC Energy Entrepreneurs Fund, (b) Spinout/New Venture creation, or (c) Publically funded entrepreneurial support and grant programmes. Biographies are below.

CLT programme delivery experience includes:

- Coordinating the DECC EEF/LCI Incubator Programme to 80 recipients since 2012.
- Undertaking business assessments and Incubation Plans for these 80 companies
- Delivering 65 consulting tasks to EEF companies since March 2013
- Managed 4 year CLT Clean Tech Incubator for ERDF (30 companies: 2010-2014)
- Managing Business Incubators for Carbon Trust (2007-12) and providing programme management and consulting services to 121 low-carbon innovators.

Our proven track record in Incubation Programme Delivery is detailed in the table below.



redacted



## **CLT Team for DECC EEF/LCI**

The figure below summarises the CLT Team who will deliver the EEF and LCI Incubation Planning and Coordination services:

redacted

This team is an effective and resilient size for incubation planning as it allows rapid response and turnaround of incubation plans whilst ensuring consistency of assessments across the team who all specialise in clean tech ventures.

A brief bio for each person is below, CV's are in the Appendix.

**CLT Directors**

redacted

**CLT Associates**

redacted

### (d) Addressing Challenges and Risks

CLT's experience on the Energy Entrepreneurs Fund to date and other similar incubation delivery projects has informed our approach to risk management and how to effectively address challenges on the EEf/LCI Incubation Coordination programme going forward.

CLT will proactively identify, review, and manage risks throughout the project to deliver the outcomes that DECC is expecting from the co-ordination and planning activities. CLT has been delivering these services to DECC for the last two years and has successfully managed a variety of challenges and risks to date. In particular:

- We have been able to source relevant experience to cover all incubation planning and task delivery needs on the programme in a timely manner (eg. CLT as Coordinator has subcontract specialist services available if required)
- We have quickly identified where projects need intervention or special assistance and acted to address issues accordingly
- We have identified and managed potential conflicts of interest (eg. we ensure Incubation Planners do not have a prior relationship with the Company)
- We have encouraged and worked with DECC framework Providers to enable them to collaborate to deliver support and advice to the same EEf Company

The following risk register summarises key risks and mitigating steps that we envisage in delivering this project. These risks will be reviewed and updated on an ongoing basis by CLT Programme Directors during project delivery.

Risk Register for Co-ordination and Incubation Planning			
Risk	Likelihood Low/Med/Hig	Consequence Low/Med/Hig	Mitigation
<b>Management</b>			
Lack of Incubation Programme Management expertise	L	H	CLT includes 2 Programme Directors (also partners in the firm) and 12 Associates all with the skills and expertise required to deliver incubation programme management services. These people have deep and broad experience of project management and working with clean technology SMEs and of maximising the outcomes from incubation support programmes. There are three Associates with previous business incubation programme management experience.
Lack of	L	H	CLT directors have a training pack and a process for instructing

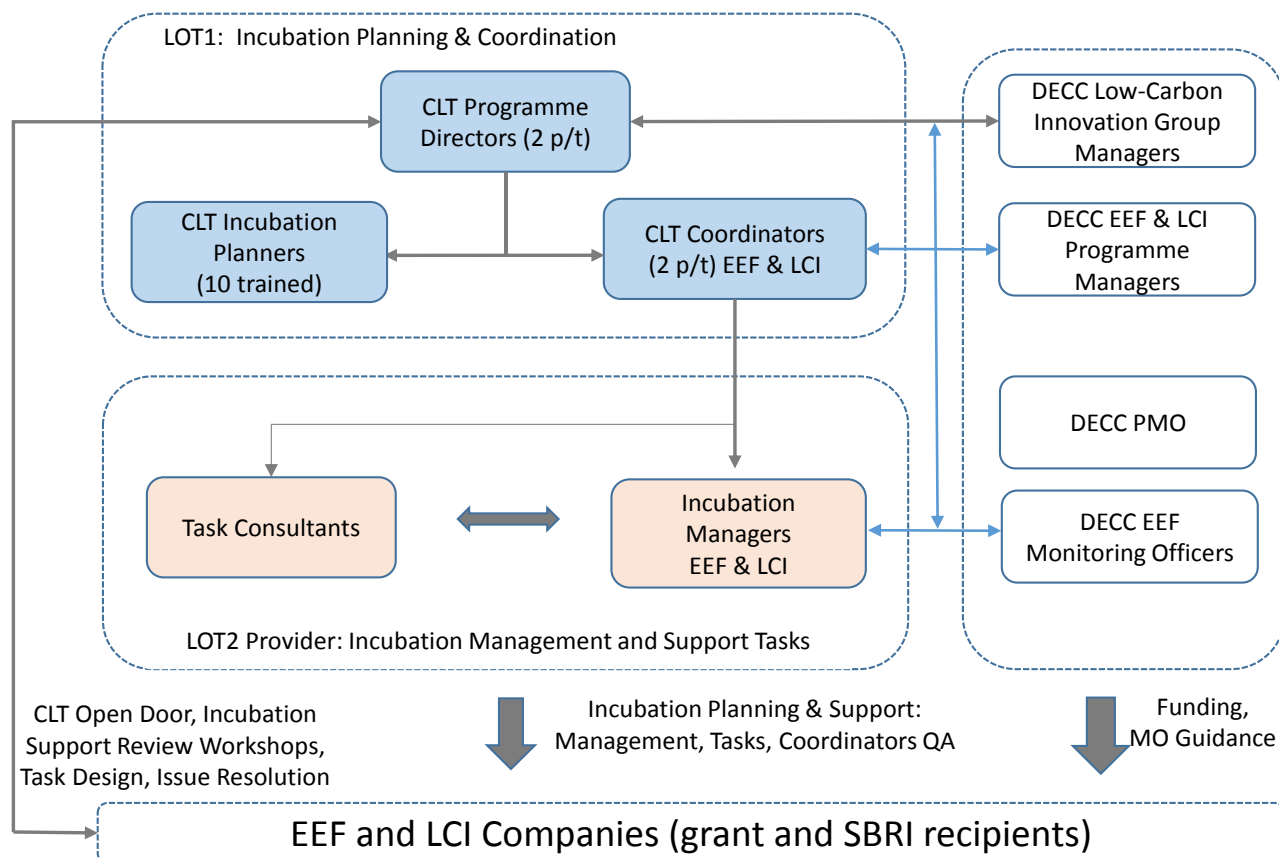
expertise in incubation planning			new Incubation Planners who are pre-selected for their experience with new technology ventures and projects. The process involves a half-day session with a CLT director to understand the philosophy and process, observing a full planning session with a CLT planner, and then a half-day of support when they write up their first plan. Since inception CLT have trained 15 CLT planners.
Availability of key personnel	M	M	CLT have ensured that there is always back up available for key personnel. The two Directors have familiarity across the programme and provide back-up for each other in the event of one Director being unavailable. We have two Co-ordinators, who can provide cover for each other during periods of unavailability. There are 12 CLT Associates to provide back-up for incubation planning sessions, and other tasks.
Inadequate monthly reports and lack of contact makes it difficult for DECC to monitor the project	L	M	CLT directors will be in regular contact with the DECC Programme manager and Senior Staff, with pre-set monthly meeting times and as-needed email or telephone contact to discuss progress and highlight any issues. A proven monthly task and budget tracking process is already in place. Reporting from Incubation Managers/Support Providers will be captured on Basecamp which DECC can view at any time. DECC is welcome to join regular review meetings between the Co-ordinator and Incubation Managers.
Insufficient number of people to deliver work	L	M	CLT has a resource planning schedule and forecast. The co-ordinator and incubation planning requirements are known in advance. Either of the CLT Directors can deliver the co-ordination and planning tasks.
Coordinator doesn't collaborate effectively with Lot 2 Provider	L	M	CLT have managed many incubation support programmes and worked with different providers of support tasks. CLT would be fully able to work with the Lot 2 Provider to deliver the programme, as our Coordination processes are structured and well defined. For example we recently initiated a managed relationship with BVG to coordinate their provision of Offshore Renewables Incubation for DECC, and were able to provide them day1 with process, tools and templates to facilitate working together and incubation plans to inform support work with the relevant companies.
<b>Support provided</b>			
Incubation	M	L	It is possible that Incubation planning will not identify all

planning doesn't identify all gaps that need to be addressed			commercialisation gaps for a venture or project, or that needs change rapidly. Incubation delivery kick-off meetings will be held face to face with each venture/project to get their feedback on the incubation plan including any other support areas they feel would be useful. The Incubation Manager can then liaise with the Co-ordinator around any new support needs as required.
Venture unconvinced of value of incubation support	M	M	Some ventures/projects may think they don't need incubation support or that it won't provide valuable outputs for them. Almost all tech-development venture teams are either under resourced, prefer to outsource some capabilities, or seek independent third party input – incubation support can help with any of these. This is a relationship management risk: if the Planner highlights a potential issue, CLT Directors will speak to the venture or introduce them to EEF companies who benefited from support.
<b>Costs</b>			
Co-ordination & Planning costs unclear or not monitored	L	H	CLT directors provide a forward looking day budget for both LCI and EEF Coordinators. Extra time on co-ordination activities must be agreed with CLT directors in advance. Incubation Planners have a 2.5 day budget to deliver incubation plans. Time spent is tracked and reported to DECC monthly and forecast spend to end of the programme is updated monthly.
<b>Timeframes</b>			
Incubation plans not delivered in a timely fashion	L	M	Incubation planning is conducted as part of the grant assessment process and the timeframe for delivering the plans is tight. CLT directors personally oversee the scheduling of incubation planning to ensure timely delivery. CLT has 12 associates that are trained in incubation planning so there is backup in case of last minute unavailability of a planner. Each planner only conducts 2 or 3 planning sessions; so plans can be prepared concurrently.
<b>Ethical</b>			
Potential conflicts of interest in incubation planning (& prior support relationships)	L	M	CLT assign a different incubation planner to Companies who are developing competing innovations in the same sector. CLT has been active in this sector for many years. Where CLT has an historical relationship with a Company applying for a grant or receiving support, CLT will inform DECC and agree an impartial approach to planning and co-ordination activity.



**(e) Management and Delivery for LOT1:**

The chart below shows the key roles in the EEF Incubation Support Programme:



CLT Programme Directors (Beverley Gower-Jones and Mark Bornhoft) have designed and set up all processes for LOT1: EEF Incubation Planning and Coordination to meet DECC requirements. Both Directors work part-time on the Programme operating as a team with a process of peer review of deliverables, co-working on complex tasks, joint attendance at key programme and monthly meetings. We have joint responsibility and back-up should one Director be temporarily unavailable. This approach enables us to deliver a seamless service to DECC & EEF Companies, and continuous management support to our CLT team of Associates and DECC Providers (as CLT has done for the last 2 years).

We maintain a resourcing plan for CLT's responsibilities on the EEF and LCI. This allocates specific roles and tasks to CLT Directors and Associates with a budgeted time allocation out for 12 months. We ensure there is sufficient cover for ongoing and intermittent tasks (eg. Phase 4 incubation planning, Event management, Blocks of project close-outs) allowing for flexibility in resource availability should timing or volume of work change.

Our philosophy has been and will continue to be that we are fully committed and available for delivery of this Programme. CLT Directors & Associates involvement is on a budgeted basis but charged as time actually spent. This ensures control and value for money for DECC.

CLT Directors will be the first line of contact for managers at DECC. The Directors will participate in monthly meetings with DECC and be available day-day to liaise with DECC on other reporting or tasks that we are responsible for (see summary below).

CLT Directors will manage the relationships with LOT2 Incubation Support Provider(s): responsible for setting expectations on delivery of tasks, VfM, approving Incubation Managers, day-day communications, issue escalation and resolution processes. We will also provide specific and documented feedback on the Provider's performance and task delivery.

The Directors will either implement the other coordination processes themselves or oversee management by CLT Associates. EEF Coordinators (Caroline Fleming and Susannah McClintock) will be the first-line of contact for Incubation Managers. Any issues are escalated to Directors who hold teleconference meetings as needed and at least fortnightly with our EEF Coordinators. Actions arising are recorded with responsibilities allocated.

The responsibilities of the Directors, Coordinators and the Incubation Planners are mentioned throughout Section 3(b) Methodology and summarised below:

CLT Programme Directors	CLT Coordinators	CLT Incubation Planners
Incubation Programme Design, Processes, Targets, Resources	Day-day liaison with Incubation Managers and Task Providers	Set-up Planning sessions
Management: CLT Team	Ensure IM's pro-active in their support to Companies	Arrange attendees: Company team, (DECC), (IM)
Management: Virtual Team of Providers' IMs	Guidance on scoping tasks: clear need, objectives, VfM, skills, timeliness	Pre-read material: grant application, bus.plan, presentations, web-site, etc
Relationship Management: DECC, Providers, EEF/LCI Companies	Facilitate Provider collaboration & shared tasks	Run Planning Session
Oversight (& by exception) Scope of Work approval, and QA task deliverables	Scope of Work approvals	Write Assessment and Incubation Plan [QA by CLT Director]
Business & Incubation Review workshops for Companies	QA on task deliverables	Feedback to Incubation Manager and Company
Reviews & feedback on: IM & task provider performance	Basecamp: Incubation mngt.	
Resolve issues escalated re: support, performance, Company satisfaction	Task Tracker(s) collation	
Monthly DECC Meeting/Call	Monthly Report: red flags, successes, progress metrics	
EEF Event design & content	Monthly DECC Meeting/Calls	
Facilitate Grant Project Reviews (at DECC request)	Incubation Support Satisfaction Surveys	
	Announcements to EEF/LCI Network	

**Quality Assurance:**

CLT understands that DECC is seeking the following quality of service from its Providers:

- **Responsive:** DECC is seeking a responsive supplier who listens to DECC's requirements and responds quickly to requests. CLT's performance on the Energy Entrepreneurs Fund Incubation support programme has demonstrated our responsive approach.
- **Flexible:** DECC is seeking a Provider who can provide expert resource co-ordinate and evaluate support to grant recipients, sometimes at relatively short notice. For EEF to date CLT have always provided timely support upon request.
- **Effective & efficient:** DECC needs the Co-ordinator to be fully up to speed and to hit the ground running, they need to be experienced managers of incubation support delivery programmes.
- **Integrated:** The provider must be able to integrate themselves with DECC Low Carbon Innovation Delivery Team and with DECC Providers as they will be working together to discuss grant recipients progress. The Monitoring Officer / Incubation Manager workshop designed, organised and facilitated by CLT is a good example of this
- **Virtual working:** They will be required to work in multiple locations, at DECC, at DECC partners, their own premises, and at Providers and funding recipients. As such they need to be fully familiar with virtual working practises.
- **High level of low carbon expertise:** The Provider should have a current expert knowledge of the issues and challenges in a wide range of low carbon sectors.

**Carbon Limiting Technologies** quality assurance process can be described in 4 steps: Plan, Do, Check, and Act which stand for:

**Plan:** Establish objectives and processes required to deliver the desired results.

**Do:** Implement the process developed.

**Check:** Monitor and evaluate the implemented process by testing the results against the predetermined objectives

**Act:** Apply actions necessary for improvement if the results require changes.

As applied to the DECC Incubation planning and co-ordination it would involve the following:-

- 1) **Peer Review** – CLT operate a peer review system. For each part of the project there is a Client Director and a Quality Assurance Director. At the project outset deliverables will be agreed with the client. The QA director is responsible to ensure that the project fully meets or exceeds client expectations.

- 2) During the project: Hold regular (frequency to be agreed) meetings with the client to provide and discuss progress, update and resolve any issues, and gain client input to project. Progress reports are built into the project and can be modified if required.
- 3) End of Project Feedback: The QA Director will interview client personnel during and at end of the project for feedback. The purpose is to gain objective understanding of CLT performance and ensure the project is being delivered to client's complete satisfaction.
- 4) Escalation – For any issues arising during the project initially the client would resolve them with the Client Director. In the event, that the client is unhappy with the issue resolution proposed by the Client Director they would escalate their concerns to the QA Director.

CLT have appointed Beverley Gower-Jones as the dedicated focal point. Beverley is very experienced at managing client, partnership and sub contract relationships, and held a similar role as Performance Director at QinetiQ. Her responsibilities will include:

- Understanding the customer requirement: meetings with customer to discuss their requirement
- Allocating resources & agreeing scopes of work with client, partners and subcontractors
- Performance management: Arranging regular progress/review meetings to ensure the activities are delivered within time & budget against the plan.
- Deliverables review: Providing thought and comment on partner and sub-contract deliverables, assurance they are to the right standard and quality.
- Receiving and reviewing timesheets/expenses, approving invoices etc.

CLT prides itself on the quality, proactivity, and timely delivery of work and results to our clients. Our goal is to ensure that excellence is inherent in every aspect of our service such that we exceed the client expectations.

## **Conflict of Interest Statement**

In October 2012 CLT were awarded Work Package 2, co-ordination and incubation planning for the Energy Entrepreneurs Fund. Subsequently in December 2012 CLT were awarded Work Package 3 incubation task delivery to the grant recipients.

As part of the second tender award CLT had to submit a conflict of interest statement stating how it would manage and demonstrate clear mechanisms separating the quality assurance requirements between the role of co-ordinator and task delivery.

CLT have managed this potential for conflict of interest, to DECC's satisfaction, over the last two years and if selected for both Lot 1 and Lot 2 (role: lead party in a consortium) CLT would be in the same position as before. We would continue to use the process described below which we have used to manage this interface openly and transparently.



CLT are familiar operating in these environments, a previous incubation support programme we were delivering had similar issues. Our first priority is to ensure the EEC Companies are satisfied with the support they receive, that it is prioritised to their needs, timely and effective, and a good use of their incubation support budget allocations. A survey is conducted to ensure this is the case. As such our interest is aligned with DECCs.

To ensure impartiality (between our role as Coordinator and the allocation and QA of task work to CLT as one of the task providers in a Consortium) we will ensure that the appropriate checks and balances are in place in our Incubation Planning and Coordination processes. These already and will continue to include:-

- In regard to DECC visibility and control:
  - A DECC staff member attends some or all of the Incubation Support Planning meeting and has sight and sign-off on the incubation plan proposed by the CLT planner. We believe this gives DECC:
    - visibility to monitor consistency of the planning process
    - oversight and control of the extent and value of proposed incubation work packages to ensure value for money for DECC and impact for Companies
  - Incubation Plans, and Task Scopes of Work are loaded to Basecamp prior to start of any task work. This automatically triggers an email to the relevant DECC MO, and DECC Manager who can comment if they have queries or input on scope or budgets (eg. redacted).
  - CLT invoices to DECC (and the Tracker for the programme) itemise work done by EEF Company and each support task – so it is clear how the budget is spent.
  - DECC MOs are in direct contact with EEF Companies and receive feedback on their satisfaction or otherwise with the incubation support they are receiving
- In terms of the EEF/LCI Company visibility and control:
  - Companies require a number of task deliverables for the c.£redacted incubation support budget, and they want the quality of each task to be effective
  - Companies are briefed at the incubation planning session that Incubation Support draws down their De Minimis State Aid allowance and to treat support as if they were paying for it directly. Also, to contact the Coordinator (open door policy) if they have any concerns; or DECC MO if they need to escalate a concern
  - The Incubation Manager role is defined to act firstly in the interests of the Company in helping to determine priority tasks and the best value for money way of achieving the objectives (eg. scope, method, and choice of Provider).
  - Task work thus only goes ahead if the grant recipient confirms they are happy with the scope and will work with the Provider.
  - Tasks for an EEF company start with relatively small values (£5k-10k) and if a Provider (including CLT Consultants) does not deliver satisfactorily the EEF Company alerts the Coordinator (or DECC MO if necessary).



- If a task is not delivered satisfactorily (for whatever reason) the Provider is required to make good or will not be allocated further task work for that Company, or similar task work for others.
- Companies are sent a De Minimis statement annually of value of work provided
- In terms of the selection of Provider and budget control for tasks, CLT as Coordinator:
  - allocates EEF/LCI companies to Providers with appropriate domain experience
  - at the outset we notionally allocate incubation budgets between the (5) Providers, evenly or in proportion to their allocated Companies, so they can plan resourcing
  - as specific tasks are proposed, the framework provider has to submit a budgeted scope of work; they can propose to deliver it themselves if they have the capability and availability or hand the task back to the Coordinator to find another Provider
  - CLT Coordinators review each task and confirm the proposed Provider has the capability to deliver (we actively seek out appropriate skills within the Providers for specific tasks by requesting CV's and statements of past work)
  - CLT Coordinators see and compare budgets for similar types of tasks from different Providers, we also obtain quotes from specialist subcontractors and use this information to ensure there is some competitive benchmarking on task budgets
  - CLT has subcontract specialists (as part of its tender) for work that none of the main Providers deliver eg. legal, IP, product design. On the EEF Framework to date CLT has passed through these subcontracts through at cost with no mark-ups.

### **Regarding CLT's Role in LOT2:**

To ensure continuity of support for the EEF Companies, CLT are also leading a bid of a Consortium of MOTT, Parsons, ARUP, CT, (with BVG as one of the subcontractors).

If we were to be awarded LOT2 it is noted that CLTs relationship with these Providers will change from that of autonomous Framework Providers to DECC as in the past (as the LOT2 Tender is to be awarded to a single Provider).

However, we believe this will not materially change the process checks and balances for allocating and budgeting task work between the Coordinator and the Consortium which is designed to be transparent to two clients (DECC as the funding agency, and to the EEF/LCI Companies as recipients of the De Minimis state aid support) in the same way that it was transparent under the previous Framework arrangements.

We would be happy to introduce as part of the DECC Monthly meetings an independent check of the task budget benchmarks and even-handed criteria for allocation of task work.

## Section 4 Cost and Charging Arrangements

### SUMMARY OF PRICE FOR LOT1: Incubation Planning & Coordination April 2015-Mar 2016

The table below summarises the expected price for the Incubation Planning and Coordination management activity for the next 12 months. An indicative price is also included for 1 major event and 2 large internal workshops.

Please note: redacted

redacted

The above pricing excludes expenses (travel and subsistence) which will be charged at cost with any mileage at 45 pence per mile. Expenses will not exceed redacted of the contract value without prior DECC approval. CLT Coordination expenses have historically been under redacted%.

**A breakdown of how we have determined the price is based on historical levels of activity for the EEF and is set out below.**

#### 1A. Incubation Co-ordination

Historically on EEF Phases 1 to 3, CLT has needed an average of redacted days per month on Coordination activities, between Caroline Fleming, Mark Bornhoft and Beverley Gower-Jones. This was previously known as WP2, and cost approximately £redacted for the period March 2013-December 2014 for services to 66 EEF companies (still active). The cost is broken down in the table below by Routine and Periodic Coordination activities.

For context the Routine Coordination cost of £redacted is 10% of total Incubation Management and Task spend approved over the same historical period (£xx M). The Periodic coordination covers the other discrete value-add activities for the Programme. We have used the historical spend to forecast the costs for the 12 months April 2015 to March 2016.

redacted

**FORECAST:** The number of projects that need coordination and input in 2015/16 is: 66 (= 40 Phase1-3 + 15 Phase 4 + 11 LCI/Non-EEF) as per the ITT. Coincidentally this is the same number as currently in the EEF. We therefore anticipate Coordination activities will continue at the same level pro-rata for the period as shown below:

We have estimated the Coordination budget at redacted days or £redacted per month for Routine and Periodic Coordination priced at the CLT 2015/16 standard day rate of £redacted/day. Total budget for 12 months: **£redacted** however we only charge for time actually spent and will manage within an agreed budget.

**On request services: Events and Workshops**

From the ITT Q&A we understand that DECC are looking to run at least one major event and two internal workshops. We have priced these as follows:

redacted

### 1B. Incubation Planning

This work load will depend upon the number of Phase 4 projects offered incubation. CLT have found that these assessment are best conducted by two consultants working together. Past Incubation Plans have required a total of redacted days per plan covering: two Planners, and the associated QA and coordination time. Best practise learning from EEF Phases 1 to 3 has been that it works best to get all relevant parties involved and up to speed at the outset. Therefore for Phase 4 companies we suggest that each Incubation Planning session is conducted by a CLT Planner with the LOT2: Incubation Manager (IM), and DECC Monitoring Officer (MO) joining session. CLT will provide:

Incubation Planning – Activity per Company (grant recipient)	CLT time per Plan
Assessor to read relevant material, grant application, business plan. Conduct web search etc. and compile hypothesis of likely key issues.	redacted day
Face to face meeting with the management team of the company at their premises plus a demonstration of technical progress to date. (DECC MO to attend if possible. LOT2 IM to attend)	Redacted day
Write up of assessment and incubation plan. Gaining DECC sign-off and presentation to applicant. (LOT2 IM to assist in review and input)	redacted day
<b>CLT planner time per plan</b>	<b>redacted day</b>
CLT coordination of Planners within 4 week period and input and review on each Plan before issue to EEF company. Average time /plan	xredactedday
<b>TOTAL CLT Time per plan:</b>	<b>redacted day</b>

Assuming redacted assessments in the 4 week period after the Commercial panel session of 25<sup>th</sup> February this would be a total of redacted days of CLT time at a total cost of **£redacted** excluding expenses & VAT. Assessment for incubation support is not the type of work where efficiencies are gained with volume because every company assessment is different.

Total quote for this tender is £ 348,000excluding expenses and VAT

### Invoicing, Payment & Expenses arrangements

CLT would submit invoices to DECC monthly in arrears. Separate invoices would be submitted for both EEF co-ordination and incubation planning and LCI co-ordination.

Invoices will include:

- The date, CLT name and logo, contact details of focal point, and bank details
- Itemised by task or activities

- The charge based on the agreed rates and time spent.
- The purchase order number provided by DECC
- Email delivery to SIGFinance or alternative as notified by DECC

Invoices will be monthly in arrears in order to enable confirmation that the services have been fully delivered.

Expenses (travel and subsistence) will be charged at cost with any mileage at 45 pence per mile. Expenses will not exceed 5% of the contract value without prior DECC approval.

## Section 5 References

Our DECC references for previous Incubation Support work for DECC can be obtained from Ian Ellerington, Head of Low Carbon Innovation Delivery Team.

We note that the DECC letter accepting our original EEF Framework tender ([ ] March 2012) highlighted the following feedback from DECC:

- *“Extensive technical and programme management experience in areas relating to DECC’s low carbon technology schemes”.*
- *“Good experience of providing virtual technology commercialisation incubation support.”*

Non-DECC references for previous Incubation Programme management work can be obtained from:

*redacted*

**Carbon Trust has provided a** reference letter (previously provided to DECC) which states *“CLT provided valuable insights into technology commercialisation and venture development and made a material difference to the success of some of the UK’s clean tech ideas”.*

### **Feedback on CLT coordination impact from EEF Companies :**

Below are written quotes received from grant recipients on EEF programme that are specifically relevant to CLT’s co-ordination and Incubation planning activities. We can provide names and contacts for validation if required.

**EEF Incubation Support Survey:** CLT conducted a feedback survey of the incubation support to DECC EEF grant recipients which was rated very highly (See Section 3(b) Methodology for details). For example one recipient commented as follows:

*“When we were initially successful at obtaining Grant funding we were unaware of the Incubation Support Programme that runs alongside the Grant process. This has proved a pleasant surprise and in many ways has been as valuable as the Grant funding itself. The process has enabled us to access information and expertise that would otherwise have been difficult to find and provided a rich information source to feed our strategic thinking.”*

**redacted:** *“The DECC EEF grant and the accompanying incubation support services given to us under the watchful eye of CLT and delivered through the Carbon Trust have been extremely valuable to the growth of our business”*

**redacted** *“High value created thanks to CLT key interventions and networking with DECC”*  
*The Management from ZZZ was just ok. However, the strategic assistant of CLT throughout the incubation support has been outstanding and delivered significant value to X-Wind at a*



*critical stage of the company development. Their understanding of the business and of the requirements and needs of small innovative companies has been key to X-Wind.*

**redacted:** *“Thank you for your input behind the scenes, I think the pressure put on XXXX Capital from Mr YYY made the difference in getting them to take action. We came very close to going out of business so I can’t thank you enough for your help.”*

**redacted:** *“This would have been poor if just left to YYY, who did not understand how the incubation delivery was to integrated into the programme, however CLT directly intervened and immediately understood what we needed and went out and found it and made sure that value was delivered.*

**redacted** *“CLT manages ZZZ. ZZZ performs most of the work. Both work well together is communication is very good.”*

#### **References relating to Incubation Planning**

**redacted:** *“Thank you again for visiting us on Tuesday and conducting the incubation support re-appraisal. It was a cathartic experience (as it was with Stuart first time round) and left us feeling much clearer on the path forward.”*

**redacted** *“This is highly relevant and informative. It arms us with material to support the negotiation of a equitable and targeted commercial agreement when we get to the next stage with xxx.”*

## **Section 6    Declarations, Undertakings and Attachments**

### **Appendices**

**CLT CV's Pack**

**Case Study A. Coordination Tools and Templates**

**Case Study B. Towards Successful Commercialisation Delegate Pack**

**Case Study C. Example Incubation Plan**