

Invitation to tender: building capability for horizon scanning and foresight in the National Engineering Policy Centre

Deadline for proposals: 1pm on 10 January 2023

Please send submissions to: nepc@raeng.org.uk

Invitation to tender

This invitation to tender invites proposals to build the capability for horizon scanning and foresight in the National Engineering Policy Centre (NEPC).

The full scope of the project is outlined in the following section.

Building capability for horizon scanning and foresight in the National Engineering Policy Centre

1. Background

About the National Engineering Policy Centre (NEPC)

The National Engineering Policy Centre (NEPC) is a partnership of 42 professional engineering organisations that cover the breadth and depth of our profession, led by the Royal Academy of Engineering. Together we provide insights, advice, and practical policy recommendations on complex national and global challenges.

Vision: Engineering thinking is at the heart of policymaking, creating positive impacts for society.

Mission: The National Engineering Policy Centre marshals the nation's leading engineering expertise to provide practical policy advice on national and global challenges.

The NEPC was created in 2019. Through this work, the NEPC has helped shape critical policy decisions that have made a difference to people's lives and the economy. The NEPC has addressed a wide range of issues, including:

- Sustainability and net zero
- COVID 19
- Infection resilient environments
- Safety and ethics of autonomous systems
- Late-stage R&D: business perspectives

For more information about our work, please see our [summary report](#)

Horizon scanning and foresight in the five-year strategy of the NEPC

In September 2022, the NEPC launched its first five-year strategy and set out four strategic aims to be achieved by 2027.

One of the aims of the strategy is to build the capability of the partnership to '**advance foresight on engineering policy issues and be ahead of the policy agenda**' and to achieve that, to 'Create an agile and responsive foresight function based on independent, authoritative, and evidence-based insights'. (see page 7 of [strategy document](#), under strategic aim 3 'Develop an inclusive and forward-looking partnership').

Note: The Royal Academy of Engineering has commissioned a separate piece of work called 'Technology pathways and meaningful innovation: call for proposals for a programme of futures and foresight activities' to deliver a programme of conversations on technology trends in critical areas, that will tap into the unique insight of Academy Fellows, research awardees and beneficiaries. While this

commission focuses on capability building, the other commission will deliver direct insights and help identify future areas of focus. The two commissions are independent, but their outputs will be connected and combined.

Partnership governance, partnership engagement and project management

The NEPC partners meet in plenary meetings, with a small number of key representatives of each of the 42 partners. The meetings are typically held twice a year, in person at one of the partners' venues. In addition, partners meet monthly for online Information Exchanges to share updates on current work and hold mini-deep dives on chosen themes.

The progress of the delivery of the NEPC strategy is overseen by the Academy's Engineering Policy Centre Committee (EPCC). The delivery of this commission will be advised by a small reference group, comprised of representatives from EPCC, key staff members and partners. The relationship with the successful consultants will be managed by the Head of policy programme and partnerships and the Programme officer, NEPC who will facilitate communications, partnership engagement and relationships with the oversight group and committee.

2. Purpose of the commission

The purpose of this commission is to build the capability for horizon scanning and foresight in the NEPC so that the work of the NEPC is ahead of the policy agenda.

The NEPC aims to be a model for its inclusive working practices and effective, collaborative governance. This aim pervades all our activities and will apply to the way we work with partners to develop and deploy our horizon scanning and foresight capability.

3. Objectives

The commissioned work has the following objectives:

- Build the capability of the partnership to understand best practice and appropriate methodologies for using foresight and horizon scanning in informing policy decisions
- Build the capability of the partnership to understand how to mobilise its engineering expertise in horizon scanning and foresight.
- Build the capability of the partnership to understand how to access and use other expertise and insights that would be pertinent to use in horizon scanning and foresight.
- Build the capability of the partnership to deploy best practices, engineering and other expertise appropriately in its policy advisory work and to be ahead of the policy agenda.

4. Methodology and results to be achieved by the consultants

Consultants are required to suggest an appropriate methodology to achieve the objectives of the commission.

We expect the following elements to be considered:

- A comprehensive programme of inclusive engagement with the partners of the NEPC to support capability building objectives. The successful supplier will be expected to curate an in-person session at the half-day partners' plenary event in early March 2023. Further engagement, including for consultation, training or

other capability building activities will be proposed by the supplier to best achieve the objectives.

- Stakeholder consultation and/or relevant research needed to ensure the commission's objectives are achieved. Particular attention should be given to the deployment of horizon scanning and foresight in the NEPC's policy work and the aim of being ahead of the policy agenda. We will expect suppliers to bring expertise in best practice and methodologies and how to mobilise expertise and insights, providing value for money for this commission.
- Creation of an implementation framework and processes for the continuing development and deployment of horizon scanning and foresight in the NEPC beyond the commission. This may include recommended practices, activities, ways of working, relationships, templates etc. and a practical transition plan from the initial consultant-supported phase to a development phase that takes the NEPC's towards maturity and autonomy.
- Robust project management that supports the Head of policy programme and partnerships and Programme Officer, NEPC to engage the advisory reference group and the NEPC's oversight committee.

5. Timeline

The work will commence week 30 January 2023. We require the successful supplier to make use of the NEPC plenary in early March 2023 for an interactive workshop with the NEPC partners. A schedule for activities and milestones should be proposed by the supplier and will be finalised at inception meeting. We anticipate that the work will be completed in September 2023.

6. Budget and invoicing

A budget of £50,000 inclusive of VAT is available for the work. The work will be invoiced in three instalments as follows: 40% by 15 March 2023, 30% at mid-point and 30% upon completion.

7. Competencies

Consultants are required to meet the following competency standards:

- Recognised expertise in horizon scanning and foresight.
- Extensive leadership experience in the field of horizon scanning and foresight capacity building.
- Evidence of ability to deliver projects of a similar scale, scope and complexity.

8. Procurement schedule

Deadline for the submission of proposals	1pm on 10 January 2023
Invitations for interview	13 January 2023
Interview of shortlisted suppliers	Week 16 January 2023
Appointment of supplier	Week 23 January 2023

Inception meeting	Week 30 January 2023
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9. Content of the proposals

Please include the following in your proposal:

- **Organisational background** (300 words max): Please explain if you are applying as an autonomous organisation or as a formal consortium. Please clearly explain the role of each participating team member.
- **Delivery proposal** (500 words max): Please explain how you intend to approach this commission and all activities that would be carried out.
- **Past experiences** (300 words max): Please explain your organisation's past experiences by evidencing a maximum of three similar projects.
- **Project management** (300 words max): Please provide a brief overview of the project costs and project plan, illustrating how you intend to meet the stated deadlines.
- **Contact details of two references**, who we may contact for input should you be invited to interview.
- **Other:** Latest set of Annual Accounts and an appropriate level of professional risk indemnity insurance.

Responses should demonstrate value for money (e.g. by building on existing research, leveraging off other analyses of the group, etc.) and consideration of diversity and inclusion.

10. Assessment criteria

In selecting for interview, we will take into account the following criteria:

- **Proposed content:** quality and appropriateness of the proposed approach and methodology.
- **Track record:** track record of the proposed team in delivering similar projects.

In selecting the preferred supplier, we will take into account the following additional criteria:

- **Project management:** suggested timescale for the project delivery and process.
- **Cost:** overall value for money and appropriateness of the budget.
- **Other:** quality of references received
- **Presentation:** shortlisted candidates will be invited to do a presentation and for a Question-and-Answer session, at which you will have the opportunity to build upon proposal.

11. Scoring

Written proposals will be scored by at least three members of the Academy, and the three highest scoring proposals as determined by the selection criteria subset of scores will be invited to present to the Interview panel.

The Interview panel will consider both the selection criteria and award criteria scores to give a weighted mark out of 100. The panel may freely revise their selection criteria scores based on the performance at the interview panel, and the selection criteria

scores are not binding. The proposal with the highest total score will be awarded as the preferred supplier.

Scoring frameworks:

Scores will be awarded as follows:

0	No answer / unacceptable response
1	Very poor response
2	Poor response
3	Acceptable response
4	Good response
5	Excellent response

Selection criteria

Criteria	Score	Weighting	Max points
Proposed content: Appropriateness of approach and methodology	0-5	6	30
Track record: relevance of the experience of individual team members	0-5	2	10
Track record: experience of similar service provision	0-5	2	10
Other: suitable financial standing and level of professional indemnity insurance	0-5	1	5
	Total		55

Award criteria

Criteria	Score	Weighting	Max points
Project management: delivery process is clear and realistic	0-5	2	10
Cost: budget is broken down and pricing clear	0-5	1	5
Cost: proposal is competitively priced	0-5	2	10
Cost: value for money is clear and appropriate	0-5	1	5
Other: suitability of nominated references and quality of references received back	0-5	1	5
Other: quality of presentation	0-5	2	10
	Total		45

Annex:

The Royal Academy of Engineering

Engineering matters. It underpins our daily lives, drives economic growth, plays a critical role in addressing major societal challenges and helps ensure our readiness for the future, from providing a sustainable supply of food, water and clean energy, to advancing healthcare, and keeping us safe and secure.

As the UK's national academy for engineering and technology, the Royal Academy of Engineering brings together the most talented and successful engineers – our Fellows – to advance and promote excellence in engineering for the benefit of society.

Our vision is engineering in the service of society. Our charitable mission is to deliver public benefit through engineering excellence and technology innovation. We have outstanding convening power nationally and internationally. We understand how to make systems and innovations make a positive difference to society. We are trusted for our independence and professional excellence.

In everything we do, we are guided by our five values:

- **Progressive leadership** – embodying the courage, commitment and ambition to drive positive change for engineering and society
- **Diversity and inclusion** – creating cultures in which everyone can thrive and diverse perspectives enrich our collective performance
- **Excellence everywhere** – bringing evidence, expertise, integrity and a passion for continuous improvement to everything we do
- **Collaboration first** – prioritising collaboration and building partnerships to improve outcomes
- **Creativity and innovation** – solving problems and generating opportunities through creative thinking and innovation.

Our overarching goal for 2020-2025 is **to harness the power of engineering to build a sustainable society and an inclusive economy that works for everyone.**