

Invitation to Tender: New Economic Strategy for Norfolk and Suffolk

Introduction

The New Anglia Local Enterprise Partnership (LEP) and local partners are developing a new economic strategy for Norfolk and Suffolk. This strategy will build on the foundations of the current Strategic Economic Plan and will provide strong strategic direction for partners in order to achieve the step change required to realise our shared vision and goals for economic growth.

New Anglia LEP and partners are seeking to appoint suitably qualified and experienced consultants to work with the LEP during the process to provide technical and professional capacity in enhancing the supporting evidence base; assisting in the testing and development of high level policy interventions to achieve the desired level of growth and provide external challenge to our economic aspirations and supporting narrative.

Background

The current Strategic Economic Plan was published in April 2014 and provides the blue print for how the LEP and its partners will work together to deliver economic growth across Norfolk and Suffolk up to 2026.

In September 2016, the SEP Impact report was published outlining progress being made against the SEP ambitions, showing good progress against some targets – new jobs and businesses – but highlighted that there is more work to do to meet targets covering housing and productivity.

At the same time, there have been a number of significant changes in the economic and political landscape, which will directly impact on the delivery of the SEP.

The evidence which underpins the SEP has evolved and expanded. However, there are still areas where further information and data is required to ensure our strategies, plans and decisions achieve the economic transformational change we all strive for.

There are a number of regionally significant capital projects which will be realised post 2026. However, a great deal of the work to achieve them has already started, indicating the SEP needs a longer timeline than 2026.

The current SEP provides strong foundations, but the time is right to evolve it ensuring it reflects the growing local economy and changing external factors.

Approach to Developing the New Economic Strategy

The new Economic Strategy will be developed using a superior evidence base, that illustrates the current economic position at a more granular level than before and the future growth potential of our key and emerging sectors over the next 10 to 30 years.

This evidence will be used to identify a tighter focus on what is required to support and achieve the growth potential and identifying what we should strive to be distinctively good at.

The approach to developing the new economic strategy has been broken-down into six stages:

1. Scoping & Defining – January to February 2017
2. Building the Evidence Base – March to May 2017
3. Economic Review & Strategy Development – June to July 2017
4. Draft and Design – July to August 2017
5. Sign off – September 2017
6. Publish – October 2017

Collaborative ownership of the strategy is imperative therefore stakeholder engagement and communication plays a vital role in each stage. There are different stakeholders with different aims and objectives, and consensus and prioritisation of these will be essential. Throughout the process there will be a range of opportunities for partners to input and influence the development of the strategy and it is expected that the consultant would be involved in these.

A great deal of work on gathering data and evidence has already been undertaken in the Scoping and Defining stage and this work will be shared with the consultants.

Of the six stages the second and third stages are where most of the work will occur:

Stage Two – Building the Evidence Base

Having a strong robust evidence base which will inform and underpin the new economic strategy is vital. The evidence and analysis of it will be used to identify the areas of focus which will deliver the step change required to achieve our vision and ambitions.

An evidence report will be developed in stage two and will include:

- An updated economic profile for Norfolk and Suffolk;
- A range of maps which illustrate key aspects of the area e.g. assets, infrastructure, major capital projects, migration flows and patterns to outline a few.
- Future growth scenarios of key sectors;
- SWOT analysis of Norfolk and Suffolk; and
- A compendium of data and evidence which all partners can use to develop plans and monitor progress.

We will also look to carry out a review of our targets looking beyond 2026.

Stage Three – Economic Review and Strategy Development

The evidence report will assist in identifying the strategic objectives and emerging theme for the new economic strategy. It will also act as a tool for all partners in the development of future action plans and strategies which support economic growth.

This stage will look to answer a number of questions which will help inform the strategy:

- Which strengths and opportunities should we exploit?
- What weaknesses and threats are potential roadblocks that we need to address to succeed?
- What can we do to create a difference from competitors that they would not be able to match? (Competitive advantages – strengths, assets and the way we do business)
- How do we ensure the strategy delivers stronger sustainable growth that will create opportunity for all segments of the population and distributes the dividends of increased prosperity?
- What interventions are required - existing and new?
- What do we need to do individually and collectively to achieve our ambitions?

Further information on the approach and the evidence framework which has been produced to inform the development of the evidence report can be provide on request.

The deliverables of this work, working in partnership with public and private sector:

- An evidence-based report which illustrates the current economic profile for Norfolk and Suffolk and underpins the new economic strategy. The evidence base will be adopted by local partners and used as a common evidence base to develop future action plans, support investment and policy decisions and monitor progress.
- An economic strategy for Norfolk and Suffolk which:
 - Is built upon an agreed long term, strategic vision that supports sustainable, inclusive growth for Norfolk and Suffolk.
 - Identifies and provides strategic direction, nature and scale of the change required to achieve our maximum growth potential.
 - Identifies what we should strive to be distinctively good at.
 - Is a call to arms for businesses and provides a compelling case for government investment.
 - Builds on our strengths, illustrates how we can achieve transformational change and realise future opportunities.
 - Identifies drivers which need to be mobilised in order to achieve the vision - economy, people and place – and ambitions.
 - Recognises the distinction between strategy and action; and
 - Provides a framework for action plans to follow.
- A methodology/framework which will enable local partners to update the evidence regularly, keeping the evidence live.
- A framework which aligns with other key local documents and inform and prioritise investment decisions, ensuring value for money and enabling delivery of the economic strategy.
- A shared monitoring framework.
- A reporting dashboard and reporting pack for LEP and partners.

What is Required

New Anglia LEP is looking to appoint consultants to undertake potentially three packages of work. These will each be contracted separately but will be the subject of this bid. The evaluation of tenders will be based on responses to each of the three work packages.

Work Package 1: Confirmed Budget of up to £70,000 and includes:

- Modelling future growth scenarios - illustrate the economic opportunities within our sectors and test them against a range of growth scenarios.
- Business and trade analysis - provide a more granular understanding of the commercial base, the characteristics of businesses, supply chains and international trading to include

supply chains and levels of international trade. This analysis will require an innovative approach which is not constrained by the use of rigid SIC codes.

- Land and property use and needs assessment - develop a clearer understanding of the current and projected commercial and housing developments, assess the viability and test if it aligns with future growth needs.
- Movement of people - Enhance evidence on the movement of people to determine economic contributions including looking at inward and outward migration, travel to work patterns, housing growth needs and labour demand & supply.
- Advise on appropriate metrics and approaches to measuring and analysing inclusive growth.
- Methodology or framework which will enable local partners to update the evidence and evaluate progress against the strategy.
- Work with the local team to review the evidence base, identify and test strategic objectives, interventions and investments which will deliver the strategy. Identifying collective and individual roles in delivering the interventions.
- Identify economic opportunities and develop investment proposals around sectors of competitive advantage.
- Working closely with the LEP's Economic Analyst and the Data Practitioners Group, lead on the development of an investment modelling tool kit which will help inform policy and investment decisions.

Work Package 1 Deliverables:

It is expected that deliverables will include and will act as payment trigger points which will be agreed as part of the inception meeting.

- Workbooks which provide the data behind the future scenarios detailing changes in employment, demography, economic performance, housing and land use, along with any additional data that is required to produce the scenarios.
- High-level illustrations of the future scenarios for each sector in dashboard style as a minimum, alongside additional dashboards agreed with the steering group (of up to 6).
- Methodology and guidance which will support the local team to regularly update the evidence in each of the elements.
- Slide pack for each of the work package elements to include maps, graphs, case studies infographics and illustrations.
- Methodology and guidance to support the measurement and analysis of inclusive growth.
- An investment modelling tool kit with accompanying methodology and guidance.
- Draft material that will be included in the Evidence report and Economic Strategy.

Work Package 2: Unconfirmed budget of up to £20,000

- Drafting of the New Anglia LEP Economic Strategy working with the local steering group.

Work Package 3: Additional Service Framework: Unconfirmed budget of up to £60,000

New Anglia LEP along with Norfolk and Suffolk Local Authorities would like to retain the right to approach the consultant(s) appointed to deliver the work outlined in this tender in the three years following the completion of work package one to request a proposal for undertaking “Additional Services”. These services will relate to the development of economic strategy, planning and testing interventions which have been identified in the new economic strategy on a per diem basis at an agreed rate, as set out in tender submissions.

New Anglia LEP intends to contract each work package separately, and whilst the LEP cannot guarantee to contract work packages 2 and 3 it is the company’s intention to do so if required, subject to the necessary approvals and funding being secured. The LEP also wishes to reserve the right to go back to the market for packages 2 and 3 of the work, although it is the intention to use one consultant throughout. Whilst it is anticipated that the budget split will be as set out above these may be subject to change.

Project management and monitoring

The project will be managed by New Anglia LEP and delivered with support from the Economic Strategy Steering Group. For the duration of the tender, the preferred supplier will be required to work and liaise with the Economic Strategy Steering Group, made up of a range of partners including New Anglia LEP, Norfolk and Suffolk County Councils, Norfolk and Suffolk Growth Groups and representatives from business intermediaries.

Day to day project management will be provided by Lisa Roberts, Head of Strategy at New Anglia LEP supported by the Economic Strategy delivery team. It is expected that consultants will take part in weekly progress meetings which can be done via teleconference or videoconference and attend steering group meetings when required.

A significant amount of evidence and data is available locally and will be provided to help inform the work of this tender. The successful consultant(s) will be expected to work closely with the local delivery team who will provide support in gathering and providing local evidence required.

It is expected that the majority of the contract for this work will be for senior expertise. Invoices submitted will require a breakdown of day input per person.

Timescales and milestones

- Proposals should be with New Anglia LEP by **3pm Monday, 20th March 2017**.
- Shortlisting and interview selection Tuesday 21st March
- Consultant Interviews to take place Friday 24th March
- Selected consultants to provide a detailed work plan by 12pm 29th March
- Inception meeting with Steering group 30th March AM
- Draft Evidenced Report produced by 14th May with final report produced to inform session on 14th June as detailed below.
- First draft of economic strategy for review by the Economic Strategy Steering Group on **27 July**.
- Second draft of economic strategy developed for review by the Economic Strategy Steering Group on **22 August** and shared with Board, Local Authority Leaders and Sector Leads prior to their meeting on **30th August 2017**.
- LEP Board, Local Authority Leaders and Sector leads sessions:
 - 14th June to review the evidence and discuss emerging themes of strategy.

- 30th August to review draft Economic Strategy.
- Final draft developed for sign off by the LEP Board on **20 September 2017**.

Tender process

Tenders must address all the requirements and be in the format requested below. Tenders not in this format will not be considered.

Applicants are requested to provide core information in summary form with detail in appendices. The following must be supplied:

- Organisation identity including name, address, telephone number, e-mail address, company registration number, VAT registration number and website address (if applicable).
- Details of the main point of contact within the organisation for this tender.
- Name, address, telephone number and e-mail address of any third parties involved in this tender.
- A brief outline of the approach and a list of data sets and indicators that will be used where relevant for each element within the work packages as set out above.
- Examples of similar commissions previously undertaken and examples of outputs produced.
- Examples of partnership working in areas with complex political arrangements
- A list of all key personnel to be deployed on the project and details of their previous relevant experience, along with details of the day inputs by level against each element.
- References of three organisations that you have undertaken this type of work for in the last three years.

The work package 1 contract will be issued on or before the **30th March 2017**.

It is New Anglia LEP's intention to let work package 2 contracts if required on or before the end of May 2017.

There will be a time limit of 3 years following the completion of work package 1 during which the LEP and partners can request a proposal for additional service.

Applicants will be shortlisted based on their initial tender submissions, with shortlisted applicants being invited to pitch their proposals to a panel. Submissions will be assessed on the basis of and on their ability to:

- Price – weighting 30%
- Quality – weighting 70%, made up of:
 - Be in a position to start work immediately upon appointment and complete the work as outlined in the timescales and milestones listed above – weighting 5%
 - Have previous experience of developing and delivering projects of a similar nature, with evidence of the success of these projects – weighting 15%
 - Clearly demonstrate that they can meet all the specifications and requirements outlined in this tender document and show an innovative approach to evidence and data analysis – weighting - 30%
 - Demonstrate the ability to field a team of relevant expertise, deployed appropriately and in line with the work programme – weighting 10%
 - Demonstrate the ability and experience of working with local partners within Norfolk and Suffolk. – weighting 10%

Each element will be scored using a model of 1 to 5, where 1 is poor / does not meet criteria and 5 is outstanding / exceeds the criteria.

Short-listed companies will be invited by email to present their ideas to the Steering Group in Ipswich Thursday 30th March 2017 at 10am. If you are awarded the contract then you will be notified by the morning of Monday 27th March 2017.

Consortium bids are welcomed, however a nominated lead will be required and clear divisions of roles and responsibilities will need to be provided.

Budget

The budget (including VAT) for the delivery of this work is set out below:

Work package 1	£70,000
Work package 2	£20,000
Work package 3	Will not exceed £60,000

Note that for work packages 2 and 3 these are the anticipated budgets, but the figures may be subject to change, depending on financial approvals.

Applications must provide the costs associated with delivering the work. All costs must be quoted in pound sterling, include VAT and must be fixed. Details of expenses should be included and be incorporated into the price.

For work package 3 day rates for staff should be clearly set out using the following grades as a guideline - Junior Consultant, Consultant, Senior Consultant, Principal Consultant, Managing Consultant.

Note that the anticipated budget will not exceed £70,000 for this work package will be inclusive of VAT and expenses.

How to apply

Tenders must be completed in accordance with the format specified above. Tenders which are incomplete will not be evaluated.

Tenders should be submitted in Word or PDF format and should not exceed 15 pages, by e-mail to Economic.Strategy@newanglia.co.uk no later than 3pm on Monday, 20th March 2017.

Tenders delivered after this time will not be accepted.

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