**Client: Oxford Innovation Services – Cornwall Business Start-Ups (CBS) Programme**

**Date: January 2018**

**Area: Invitation to Tender for Summative Assessment Project Evaluation Services**

1. **Introduction, background and business context**

Oxford Innovation Services (OIS) is the UK’s leading specialist coaching company. We work with businesses at all stages of development to maximise their growth potential, benefiting both the enterprise and its people through uniquely tailored coaching programmes.

The CBS (Cornwall Business Start-Ups) programme is financed by the Cornwall & Isles of Scilly European Regional Development Fund (ERDF), part of the European Structural Investment Fund (ESIF) portfolio 2015 to 2020. The Department for Communities and Local Government is the managing authority for the fund, which was established by the European Commission to help improve the competitiveness of SMEs by increasing their capacity and capability and promoting entrepreneurship to strengthen the pipeline of high growth business across England.

The CBS programme supports new businesses and is delivered in collaboration with our partner Unlocking Potential (UP), The Cornwall College Group (TCCG). The contract period for this programme is November 2015 – October 2018.

The CBS programme has been designed to ensure that consistent, high quality support is available to all entrepreneurs and start-ups who enter the programme, regardless of their starting point. Potential beneficiaries are defined as either:

* An individual who wants to become self-employed.
* An individual(s) with a pre-start business idea / proposition (i.e. not started trading).
* An existing business that has been trading for less than 12 months (start of trading defined as date of first sales invoice).

The CBS programme aims to:

* Establish viable start-ups through the introduction and use of the Lean Business Model Canvas;
* Ensure that start-ups have access to workshops, mentoring and peer-to-peer support to enable them to develop appropriate business models coupled with high quality, products, processes and services;
* Match high growth potential start-ups with business coaches experienced in growth through innovation and efficient business planning.

The programme also offers support for programme focussed, experienced employee placements to provide additional capability and capacity to encourage entrepreneurship and enterprising behaviour within the business.

Entry into the Programme is by means of a two day ‘Start-Up Workshop’ (12 hours). The level of ongoing support is dependent on the ambition and potential of the entrepreneur and ranges from additional specific workshops and mentoring through to intensive 1-2-1 business coaching.

Following the initial 12 hours, TCCG provides a schedule of workshops and mentoring to non-high growth start-ups (including self-employed & micro businesses). In parallel the OIS team of highly experienced business coaches works with businesses seeking to achieve high growth.

Building strong relationships with clients, we support and facilitate change, challenge thinking, push boundaries and bring a fresh perspective. Our approach ensures we embed learning at an individual level, which brings sustainable and enduring results for the client organisation. We consistently deliver strong results for all stakeholders – individuals, client businesses, sponsors, funders and partners.

1. **Organisation structure**

Oxford Innovation is part of the SQW Group which comprises:

* Oxford Innovation Services - delivering business support programmes across the UK
* Oxford Innovation - providing managed Innovation Centres and office space
* SQW - providing specialist consultancy services in areas including research, analysis and evaluation of social and economic development interventions

Please see the websites at:

* <https://www.breakthroughcornwall.co.uk/> the (note: ‘Breakthrough’ is being used as the brand name for the CBS Programme)
* <http://oxfordinnovationservices.co.uk/>
* <http://www.oxin.co.uk/>
* <http://www.sqw.co.uk/>

The CBS programme is delivered by Oxford Innovation Services (OIS) in partnership with our delivery partner Unlocking Potential (UP), part of The Cornwall College Group (TCCG).

* <http://www.unlocking-potential.co.uk/>
* <https://www.cornwall.ac.uk/>

In addition to this Invitation to Tender for the CBS programme, OIS have also published an Invitation to tender for our Coaching for Growth programme - C4G on the [OIS website](http://oxfordinnovationservices.co.uk/cornwall), to be carried out within the same timescales as CBS. The website for the C4G (branded Transform) programme is:

* <https://transformcornwall.co.uk/>

**3. ERDF Summative Assessment Objectives**

ERDF grant funding agreement places a requirement on grant recipients (OIS) to undertake summative assessment of funded programmes. The summative assessments are intended to provide insights into programme performance, in order to:

* Enhance their implementation
* Provide reliable evidence of their efficiency, effectiveness and value for money
* Provide insights into what interventions work, reasons and lessons for the future

The summative assessments will help to understand the difference the programmes have made in the local economy, communities and beneficiary groups. In addition, they will improve the effectiveness of measures in relation to economic growth in the future.

In line with latest ERDF guidance published in August 2017 (as noted below), OIS are now seeking tender proposals from highly experienced and qualified suppliers for the provision of the summative assessment for the CBS programme.

ERDF Guidance

ERDF has recently published updated guidance on the project evaluation summative assessments which all suppliers must comply with – see links below for latest guidance:

* ESIF GN-1-033 - ERDF Summative Assessment Guidance - [Link to guidance](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/642135/ESIF-GN-1-033_ERDF_Summative_Assessment_Guidance_v1_updated.pdf)
* ESIF GN 1-034 - ERDF Summative Assessment Guidance - [Link to guidance](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/637146/ESIF-GN-1-034_ERDF_Summative_Assessment_Guidance_Appendices_v1.pdf)
* ESIF Form 1-014 – Summative Assessment Report Summary – attached Appendix 1

The supplier will be expected to undertake a summative assessment and provide a full report together with a final summary in line with the requirements of this tender document and above ERDF guidance.

*(NB above guidance subject to change – suppliers are expected to check and comply with latest ERDF guidance as amended.)*

**4. CBS Programme Overview**

Cornwall and Isles of Scilly Business Start-up (CBS) is a 36 month £5 million programme (£4m ERDF) to support 800 eligible entrepreneurs and start-up businesses in Cornwall and the Isles of Scilly (C&IoS), delivering a return of £2 per £1 invested. The programme is delivered in partnership with The Cornwall College Group (TCCG) and works closely with the C&IoS Growth Hub to provide beneficiaries with a defined journey that provides optimal support whatever their start-point. The programme is aligned with C&IoS LEP and Cornwall Council growth strategies.

Beneficiaries receive a bespoke support plan based on individual needs and growth potential. This support is delivered by expert coaches, mentors, trainers, Business Development Managers and other resources. To the end of December 2017, 697 start-ups have received at least 12 hours of support.

CBS is designed to “promote entrepreneurship by facilitating the economic exploitation of new ideas and fostering the creation of new firms”. Fitting squarely within Investment Priority 3a it “aims to increase entrepreneurship especially in areas of low enterprise”. CBS achieves these aims by:

* Establishing viable start-ups through the introduction and use of the Lean Business Model Canvas.
* Using coaches, trainers and mentors who are experienced in working with self-employed individuals, graduates, Micro and High Growth Start-ups.
* Matching high growth potential start-ups with coaches experienced in growth through innovation and efficient business planning.
* Using venues and timings accessible to all.
* Tailoring content to the specific needs of each demographic.
* Working in collaboration with the C&IoS Growth Hub to ensure simple access for all start-ups and entrepreneurs seeking to start a business.

The programme ensures that entrepreneurs and start-ups have access to coaching support, mentoring, peer to peer support to enable them to develop appropriate business models enhancing the quality of products, processes or services.

The programme also offers focused, experienced employee placements to provide intensive, growth focused, interventions and to assist capacity-building by introducing new skills into the work-force. These experienced employee placements provide additional capability and capacity to encourage entrepreneurship and enterprising behaviour within the start-up. Each placement is designed to deliver tangible outputs, including development and expansion of new services and products; exploitation of new markets and ways of working; increased business growth; and sustainability.

Initially start-ups receive 12-hours of support through a 2-day workshop, in some instances if a start-up is more advanced the 12 hours may be provided through 1:2:1 coaching. SMEs are encouraged to develop a Lean Canvas business model. Each SME has access to expert coaches (OIS) or Business Development Managers (TCCG) and resources to help them achieve their ambitions and potential. Increased levels of support can be provided to businesses who demonstrate real ambition, progress and growth potential.

The programme is open to all ERDF eligible SMEs start-ups based in C&IoS, with dedicated resources in place to target hard to reach areas such as the Isles of Scilly. The Growth Hub signposts eligible SMEs to the CBS programme electronically together with a jointly agreed, light touch, growth diagnostic.

**5. Programme Objectives & Impacts**

The CBS model has been developed in response to the ESIF objectives and investment priorities under priority axis 3 to increase the growth capacity of small and medium enterprises:

* *3a - Promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and fostering the creation of new firms*

As previously noted, CBS is a 36 month £5 million programme (£4m ERDF) which aims to support 800 eligible entrepreneurs and start-up businesses delivering a return of £2 per £1 invested. In partnership with The Cornwall College Group (TCCG) and working closely with the C&IoS Growth Hub, it provides beneficiaries with a defined journey that provides optimal support whatever their start-point.

CBS ensures that consistent, high quality support is available to all entrepreneurs and start-ups who enter the programme, regardless of their starting point. Providing comprehensive workshops and diagnostic tools which aim to equip all entrepreneurs and starts-ups with the essential capability to launch and sustain viable businesses. Developing a vibrant and thriving entrepreneurial start-up community which is not reliant on ongoing public-sector support. The objectives to realise this aim are:

* To create a highly beneficial, targeted service which can support all eligible entrepreneurs and start-ups, providing them with the most suitable support where most needed with a focus on business planning, sales and marketing, innovation, finance and sustainability.
* To embed sustainability, equality and quality within start-ups with a focus on developing robust business plans and strategies which recognise the requirements and importance of environmentally sustainable business and equal opportunities.
* To raise growth aspirations in C&IoS and position it as the place to work - attracting skilled workers from elsewhere with a view to building the skills force in C&IoS.
* To build log-term capability, empowering start-ups to maintain sustainable growth beyond the programme support.
* To deliver excellent value for money and significant contributions to C&IoS output targets.

Impacts

* Increase the level of goods and services sold out of Cornwall & IoS into National and International Markets
* To embed a thriving and sustainable start-up and growth culture in C&IoS
* To increase entrepreneurial ambition within C&IoS
* To grow the skills base and retain skills and experienced management
* To accelerate growth and associated increase in GDP from entrepreneurs and start-ups accessing the service.

**6. Eligibility and Business Support**

To be eligible for the CBS programme at Stage 1 (12 hours support or 2-day workshop), a start-up must be:

* Based in Cornwall and the Isles of Scilly (primary business activity)
* Employ less than 250 FTE employees
* Have a turnover not exceeding €50M and/or an annual balance sheet of not more than €43M
* Potential Start-Up / Trading less than 12 months – either
* Potential start-up - Not registered with Companies house or HMRC as sole-trader
* Sole-Trader registered with HMRC operating for less than 12 months
* Company registered with Companies House and trading, as the registered company, for less than 12 months

Following the initial 12 hours of support provided by the CBS programme, a review of the original diagnostic is undertaken to ensure that SMEs are allocated the appropriate level of business support. Businesses supported by CBS are segmented using a simple diagnostic as follows:

Support by OIS:

* High growth business with potential to achieve sales of £250K PA in 3 years

Support by UP:

* SMART Enterprise: for employed individuals considering becoming self-employed
* Self-employed enterprise with an individual possessing specialist skills and/or experience with potential to achieve sales of £50K PA in 3 years
* Micro business with potential to achieve sales of £100K PA in 3 years, with 2 or 3 employees

SMEs who are not eligible for the CBS programme are referred back to the Growth Hub.

**7. Stakeholders**

Stakeholders that may need to be consulted with during the evaluation process include:

* OIS - delivery teams and staff
* Delivery partner – Unlocking Potential (UP), part of TCCG
* C&IoS Growth Hub
* Direct beneficiaries
* Managing Authority (DCLG), Cornwall Council and LEP

Delivery Partner – Unlocking Potential

The CBS programme is delivered by OIS alongside our delivery partner – Unlocking Potential (UP), part of The Cornwall College Group (TCCG). The supplier will need to work with both OIS together with UP when undertaking the summative assessment.

In conjunction with UP, key responsibilities of OIS and UP are outlined below:

* OIS and UP – co-deliver the 1-2-many workshops and events (first 12 hours) – Stage 1
* OIS - 1-2-1 coaching for High Growth businesses
* UP - providing a combination of workshops and mentoring for Micro; Self-Employed and SMART enterprises
* UP - Client acquisition; Subsidising, recruiting and mentoring graduate employment and First Significant Employee Scheme across all beneficiaries.

**8. Scope of Assessment**

The supplier will be expected to undertake a programme evaluation and provide a final summative assessment report together with a summary report in line with the requirements of the ERDF summative assessment guidance and further requirements noted within tender document. As noted in the timeline (**section 15) –** a draft report will need to be provided by 29th June 2018, and the final report by 27th July 2018.

The summative assessment will need to identify and attribute the change the programme has achieved. As detailed within the ERDF guidance, all assessments will need to cover the following key areas:

1. **Relevancy and consistency** of the programme - in light of any changes in policy or economic circumstances during its delivery period and appropriateness of programme design
2. **Progress** of the programme against contractual targets – any reasons for under / over-performance and expected lifetime results
3. **The experience of delivering and managing** the programme and lessons emerging from this
4. **The economic impact of the programme** – including intended and actual outcomes and impact
5. **Assessing value for money** and cost-effectiveness of the programme in light of its intended and unintended outcomes and impact therefore its value for money.
6. **Conclusions and lessons learnt:** Overall conclusions based on analysis of above areas

As noted in ERDF Programme Summative Assessment Guidance ESIF-GN-1-034 – Appendix F, the final summative assessment report will need to cover each of the above themes. From this guidance, OIS have listed herewith (Sections 1 – 6) the key areas and questions relevant to our programme together with specific insights which must form part of this assessment.

Suppliers are encouraged to be innovative in their proposals and design of the assessment to reflect the nature of the programme, suggesting any additional insights and added value they may be able to provide.

## Summative assessment final report structure

Section 1: Programme context: Design, Relevancy and consistency

##### The report will need to consider the economic and policy context in which the programme was designed, including the nature of the market failure, the programme objectives and the rationale for the delivery approach. This section should include critical analysis about the appropriateness of the programme’s design given its objectives.

##### It should consider whether there has been a change in this context and whether it has any implications for the practical delivery of the programme and the benefits which could be realised for beneficiaries and the local economy as a whole. The key questions that need to be explored here are:

* What was the programme seeking to do? Is this a good idea?
* What was the economic and policy context at the time that the programme was designed?
* What were the specific market failures that the programme was seeking to address? Was there a strong rationale for the programme?
* Was it appropriately designed to achieve its objectives? Was the delivery model appropriate?
* Were the targets set for the programme realistic and achievable?
* How did the context change as the programme was delivered and did this exert any particular pressures on programme delivery?
* Bearing in mind any changes in context or weaknesses in the programme design / logic model, can the programme reasonably be expected to perform well against its targets?

Section 2: Programme progress

##### This section should consider the progress with the implementation of the programme, drawing in particular on annual and lifetime performance against the expenditure, activity and output targets. Variations from the targets should be carefully explained and supported by the available evidence. Progress against any horizontal principals (e.g. equality & diversity, sustainability etc. as defined by ESIF) and any explicit targets which were set should also be considered.

##### The key questions here are:

* Has the programme delivered what it expected to in terms of spend and outputs?
* What are the factors which explain this performance?
* When the programme draws to a close, is it expected to have achieved what it set out to?

The summative assessment will need to forecast the expected lifetime outturn for the programme and the assumptions which underpin the analysis. It is important that there is a clear distinction between the outcomes and impacts which have actually been realised and those which are predicted to arise in future years. For quantitative forecasts, the estimation method will need to be clearly explained.

Section 3: Programme delivery and management

##### This section of the summative assessment will need to provide a more qualitative analysis of the implementation of the programme. This should include procurement, selection procedures, delivery performance, governance and management. It needs to consider the elements of programme delivery which have gone well and, if necessary, the elements which have gone less well.

##### The key questions that the summative assessment will need to explore here include:

* Was the programme well managed? Were the right governance and management structures in place and did they operate in the way they were expected to?
* Has the programme delivered its intended activities to a high standard?
* Could the delivery of the programme have been improved in any way?
* Did the programme engage with and select the right beneficiaries? Were the right procedures and criteria in place to ensure the programme focused on the right beneficiaries?
* How are programme activities perceived by stakeholders and beneficiaries? What are their perceptions of the quality of activities / delivery?
* To what extent have the horizontal principles (e.g. equality & diversity, sustainability etc. as defined by ESIF) been integrated into and shaped delivery?

Section 4: Programme outcomes and impact

##### The analysis here will need to set out the progress that the programme has made towards outcomes and impacts. This section should also provide conclusions about the contribution that the programme has made to any ERDF programme result indicators which are identified as relevant to the programme.

##### The overarching question that this section will need to explore is whether or not the programme has made a difference. In answering this critical question, programmes will need to consider:

* What progress has the programme made towards achieving the outcome and impacts (both qualitative & quantitative)?
* To what extent are the changes in relevant impact and outcome indicators attributable to programme activities?
* What are the additional economic, social and environmental benefits of the programme (where relevant and applicable to programme activities)?
* What are the main sources of Strategic Added Value that the programme has created?

Section 5: Programme value for money

##### Drawing upon the analysis in the impact assessment section, this section of the summative assessment report will need to provide a clear analysis of the value for money that the programme has provided. This may be benchmarked against other similar interventions where appropriate / relevant.

Section 6: Conclusions and lessons learnt

##### As per the characteristics and analysis contained within the rest of the summative assessment report. It is suggested that the conclusions are structured around identifying the strengths and weaknesses of the programme. They should also highlight specific lessons for the following audiences:

* Oxford Innovation Services
* Those designing and implementing similar interventions
* Policy makers

##### The conclusions must be objective and constructive and wholly evidenced by the analysis within the summative assessment report.

Specific Insights

Within the above report, the summative assessment should also cover specifics insights into delivery and outputs of the CBS programme including:

**Effectiveness of Processes and Activities – Programme design**

* Processes by which the programme is marketed and promoted
* Success in identifying and attracting potential entrepreneurs and existing Start-Up businesses to the programme
* Effectiveness of the diagnostic developed to identify whether a start-up is a:
* SMART Enterprise; for employed individuals considering becoming self-employed
* Self-employed enterprise with an individual possessing specialist skills and/or experience with potential to achieve sales of £50K PA in 3 years
* Micro business with potential to achieve sales of £100K PA in 3 years with 2-3 employees
* High growth business with potential to achieve sales of £250K PA in 3 years
* Effectiveness of the 2-day entry level workshop (attended by all beneficiaries).
* Effectiveness in providing support to each of the four start-up streams, SMART, self-employed, micro-business and high growth, following the entry level workshop.
* Effectiveness of the support provided to recruit, train and mentor employees supported through the programme.
* Effectiveness and accuracy of data collection and recording

**SME Growth Journey and Engagement - Outcomes and Impacts**

* Qualitative reflections on the ‘growth journeys’ taken by entrepreneurs and start-ups following the development of their initial Start Up Plan (SUP). These will cover issues such as business planning, sales and marketing, innovation, finance and sustainability
* Overall impact on entrepreneurial ambition and culture within C&IoS
* Degree to which long-term capability has been built, empowering start-ups to maintain sustainable growth beyond the programme
* Effectiveness in encouraging Start Up businesses to consider markets beyond the borders of C&IoS
* Effectiveness of the First Employee support scheme in encouraging entrepreneurs to recruit well paid, skilled employees to support their ambitions for the business.
* Level of engagement and support provided to eligible entrepreneurs and start-ups based in the Isles of Scilly

**Lessons for the Future**

* Identify areas for improvement across marketing, recruitment, delivery and data recording.
* Appropriateness of data collection – how might impact of short term engagements be quantified.
* Additionally, the assessment will consider how a control group might be established to enable counterfactual impact assessment methods to be used to further improve the evaluation of future programmes, taking into account:
  + How a control group might be established in a region such as C&IoS where there exists a plethora of business support programmes.
* How a control group might be persuaded to provide meaningful data over the length of a typical programme.

**9. Approach**

Suppliers are encouraged to propose a range of methods in their tender to evaluate the programme in line with **8. Scope of Assessment** noted above and the ERDF guidance. Methods must be in line with industry recommended best practise for this nature of assessment such as theory-based and/or counterfactual impact evaluation (CIE) or other industry-recognised or innovative methods. Suppliers are expected to include a degree of programme beneficiary interviews and case studies to ensure meaningful and relevant information and conclusions.

Suppliers will need to justify their proposed approaches, being particularly mindful of feasibility. For instance, the scope and timings of the programme may pose challenges to the use of comparison groups. Suppliers should consider whether comparison groups could be identified and how this would be done.

Within the proposal, suppliers will also need to demonstrate that they have taken into account:

* The scope and nature of the programme
* The characteristics and support of local economy
* The timings of the programme and summative assessment deadline and resources

**10. Account Management**

The supplier relationship will be managed by key members of the OIS and UP CBS programme.

Due to the short timescales, the supplier will be expected to provide regular progress updates every 2 weeks with the delivery and operations managers. Our preference would be for face-to-face meetings to be incorporated at key points of the study, this should include initiation meetings in addition to regular progress updates as required.

The supplier should provide a dedicated supplier point of contact to oversee the summative assessment, with overall responsibility for any issues.

The supplier will be expected to provide a project plan and timeline as part of their tender response, outlining roles and any significant requirements from the OIS and UP team, in order to initiate the summative assessment as soon as possible.

*(NB suppliers also tendering to undertake the summative assessment for our C4G programme will need to take both programmes into account when devising their project plan and confirming availability of resources)*

**11. Quality Assurance**

A minimum standard of quality and consistency must be achieved in line with industry best practise and ERDF summative assessment guidance.

Evaluators must be independent of the programme with appropriate expertise, qualifications and experience, including any subcontractors. Suppliers will need to demonstrate and ensure a professional code of conduct at all times, in particular in communications and surveys with beneficiaries and key stakeholders.

**12. Confidentiality**

Evaluators will be acting on behalf of Oxford Innovation Service Ltd as Data Processor and must demonstrate knowledge and adherence to latest Data Protection legislation which includes, crucially, returning and/or deleting personal data when the service ends.

The supplier will need to comply with the requirements of the ERDF summative assessment guidance and the Data Protection Act (and GDPR 2018 as applicable) in relation to Confidentiality and use of business and personal data. The supplier will be expected to work with OIS and UP to ensure compliance with DPA and GDPR. Key considerations the supplier will be expected to incorporate in their approach:

* Are there any constraints on data collection and they can be avoided?
* How will the data be stored and are there any data protection issues?
* Returning and/or deleting personal data when the service ends

Given the different stakeholders that will be interested in the findings of this assessment, the supplier will be expected to provide a method of ensuring anonymization of personal data, potentially providing 2 sets of reports and information, including an executive summary that could be used for different audiences.

**13. Budget**

The budget for the evaluations is up to a maximum of:

* Up to £33,000 plus VAT for Cornwall Business Start-Ups (CBS)

**14. Contract and Invoice Requirements**

As previously noted, in addition to this requirement for the CBS programme, OIS have also published an Invitation to Tender for our Coaching for Growth - C4G programme (see [OIS website](http://oxfordinnovationservices.co.uk/cornwall)), to be carried out within the same timescales as the CBS summative assessment.

Suppliers may tender to undertake a summative assessment for 1 or both programmes. Please note the below requirements:

* If tendering for both programmes (CBS & C4G) suppliers will need to provide individual proposals/pricing for each programme assessment.
* If a single supplier is awarded the contracts for both CBS and C4G programmes, a separate contract will be drawn up for each programme. All associated costs and final reports must be provided separately and it must be possible to distinguish all associated costs to each programme: we are unable to accept any invoices or costs that are apportioned / shared between the two programmes in line with current ERDF guidance. *(NB any potential economies of scale resulting from a supplier being awarded both contracts can be discussed after award of contract where applicable e.g. expenses or other potential savings).*
* If two separate suppliers are awarded the contracts for CBS and C4G, they will be expected to work flexibly with OIS, UP and other stakeholders involved in the assessment to help ensure the process and timelines are as streamlined as possible.
* Suppliers will be paid within 30 days from date of invoice on completion of agreed milestones – with a proportion retained until completion of final summative assessment reports.

Duration of the contract: One off contract subject to below timeline (March 18 – July 18).

**15. Timeline**

The Summative Assessments need to be provided at least 3 months prior to the final grant therefore no later than the 27th July 2018: Evaluators must therefore provide their findings and draft summative assessment report to OIS by the end of June in accordance with the below schedule. Suppliers are also required to present an interim progress report in May in addition to fortnightly progress updates:

* Issue tender: Thursday 4th Jan 2018
* Deadline for Clarifications: Tuesday 30th January 2018
* Tender close date: **Friday 2nd February 2018 17.30**
* Notification of presentations: Wednesday 21st February 2018\*
* Presentation stage: **Tuesday 27th - Wednesday 28th February 2018\***
* Notification of successful supplier and issue of contract: Friday 2nd March 2018\*
* Contract start and Initiation Meeting: Week commencing 5th March 2018
* Finalisation of methodology: 23rd March 2018
* Data collection and interim progress report complete: 31st May 2018
* Draft report: **Friday 29th June 2018**
* Final Report & Summary - ready for submission to DCLG: **no later than 27th July 2018**

*\*NB: For suppliers tendering for both CBS and C4G programmes –the above dates including notification and presentation dates are different. Suppliers must ensure availability for all dates as we will be unable to accommodate any changes to above schedule.*

# 16. How to respond to this brief

Please indicate your interest in the tender by e-mailing the below contact to register your interest and ensure you receive a copy of any additional questions and answers to date.

Please complete the Supplier Questionnaire and provide a Tender Proposal as requested in Annex 1.

Any clarifications must be sent in writing by e-mail to the below contact.

**Contact details:**

E-mail [cornwalltenders@oxin.co.uk](mailto:cornwalltenders@oxin.co.uk)

Amanda Greenall, Procurement Specialist

Address: Unit 2A(b) Gateway Business Centre, Barncoose Gateway Park, Redruth TR15 3RQ

Telephone: 01872 300116

**Suppliers must confirm their expression of interest in this tender by e-mailing the above contact to ensure you receive any further information and clarifications.**

# 17. Evaluation process

Stage 1: Tender proposal stage

* In response to this Invitation to Tender document, please complete the Supplier Questionnaire and provide a Tender Proposal as requested in Annex 1.
* Tender submissions will be scored against the criteria on the next page.

Stage 2: Presentation Stage

Top scoring suppliers will be shortlisted and invited to present to key members of the OIS and UP evaluation team. OIS expect to invite up to 3 suppliers however we reserve the right to increase this up to a maximum 5 should the scoring be very close. The presentation will be held at the Gateway Business Centre, Barncoose Gateway Park, Redruth TR15 3RQ. A projector will be available.

Timings and agenda will be confirmed to shortlisted providers **(see Timeline for required dates for the presentation – please ensure availability as we will be unable to accommodate any other dates due to availability of the evaluation team).** The presentation will need to cover your tender proposal, with particular focus on:

* Previous experience and case study examples
* Proposed team / roles, experience and responsibilities and how you will ensure successful management and realisation of the project plan and timings – bearing in mind the required timescales
* Presentation of recommended methodology, advantages and disadvantages
* Further clarification / detail on your written tender response as appropriate

At presentation stage, the evaluation team will use the presentation to clarify aspects of the tender and refine scoring - scoring of tenders may therefore go up / down accordingly at this stage.

Due to the nature of the procurement, OIS may undertake detailed clarifications with tenderers at any point of the tender process to ensure the proposal meets requirements – including following the presentation stage prior to contract award.

**Scoring**

Responses will be evaluated according to the following assessment criteria and weightings:

|  |  |  |
| --- | --- | --- |
| **Comment** | **Judgement** | **Marks available** |
| Meets the requirements fully | Excellent | 10 |
| Meets the requirements substantially but not completely | Good | 7-9 |
| Meets half or more of the requirements but not all. | Satisfactory | 5-6 |
| Meets some of the requirements but fails to meet more than half | Unsatisfactory | 3-4 |
| Substantially fails to meet the requirements but meets some or meets some in part | Poor | 1-2 |
| Does not meet the requirements at all | Failed | 0 |

|  |  |  |
| --- | --- | --- |
| **Criteria & Weightings** | **Score** | **Total Weighting (Max)** |
| **Section A** |  |  |
| **Supplier Questionnaire:** The below questions in Section A (Supplier Questionnaire) will be scored on a Pass/Fail basis only:  **Q4) Supplier Financial check** - OIS will carry out a risk-based financial assessment on the company in line with latest procurement guidance. OIS may request additional financial information where required such as recent sets of accounts and further information as applicable.  **Q7) Insurance** – Confirmation of Required Insurance  **Q8) Acceptance of OIS Terms and Conditions**  *(All remaining questions in Section A – Supplier Questionnaire for information only)* | Pass/Fail | N/A - Pass / Fail |
| **Section B** |  |  |
| **Experience, Staff Resources, Timescales and Project Management: 35%**  (Max 10 pages excluding CVS, font size 12) | Score 1 - 10 | 35% |
| **Methodology & Approach: 35%** - including Quality and Code of Conduct, Understanding of Context, Relevance to Programme, Confidentiality and Use of Personal Data  (Max 12 pages, font size 12) | Score 1 - 10 | 35% |
| **Added Value: 5%** (Max 2 pages font size 12) | Score 1 - 10 | 5% |
| **Pricing 25%**: \*Price scoring will be based on total price for the contract in comparison to other tendered prices. Scoring will be based on standard relative methodology, whereby the lowest priced bid is divided by the score of the bid being evaluated, multiplied by the maximum weighting.  (Max 1 page, font size 12, excluding separately Excel Pricing spreadsheet) | Score - see notes\* | 25% |
| **Total** |  | 100% |

**Suppliers must adhere to the page limits set as indicated above and within Section B and tenders must be submitted in Font size 12. Any responses beyond the specified page limits will not be taken into account.**

OIS have the right to withdraw from the tender process at any time prior to signing the contract. OIS will not be liable for any expenses incurred by suppliers during the tender stage or for attendance of meetings / presentations during the tender stage.

***(Annex 1 – Section A Supplier Questionnaire and Section B Tender Proposal below)***

**Annex 1 – Supplier Questionnaire and Tender Proposal**

**Section A – Company Information:**

|  |  |
| --- | --- |
| Supplier Questionnaire – Company Information |  |
| 1. Full company name |  |
| 1. Registered Address (and local / branch address where applicable) | Registered Address:  Local address (if applicable): |
| 1. Contact details for this tender (name, role, telephone number and e-mail address) |  |
| 1. Company registration number   (NB OIS will carry out a risk-based financial check on the company in line with latest procurement guidance. OIS may request further financial information where required. OIS may request additional financial information where required such as recent sets of accounts and further information as applicable) |  |
| 1. Date of company formation: |  |
| 1. VAT registration number: |  |
| 1. Public and professional liability insurance: Please provide a copy of your public and professional liability insurance. | Attached: Y/N |
| 1. Acceptance of OIS Terms and Conditions: Please confirm acceptance of our Terms and Conditions as attached (Appendix 2). |  |

**Section B - Tender Proposal**

**1. Experience**

Please provide details of your previous experience of similar project evaluations or summative assessments. At least 3 detailed examples should be included with the tender. Please provide as much detail as possible including value of projects, contact details for potential references, dates and description of the contract and project where possible. *(Max Page Limit below).*

**2. Staff Resources**

Please confirm ability to meet the resource requirements specified within the brief, including attendance of any progress meetings (face to face and remote meetings where applicable).

Within your response, please detail the proposed staff resources and account management structure dedicated to the contract, confirming the roles and names of all staff involved in the project and any aspects of the service which may be provided or managed by third parties / subcontractors. Suppliers should confirm experience and qualifications of the staff involved in delivering the contract (CVs may be appended), including the project manager and all other staff.

Suppliers should confirm availability and capacity of the team to support the timescales required, particularly where suppliers are tendering for both this programme and the C4G programme evaluation. *(Max Page Limit below).*

**3. Timescales and Project management:**

Please provide a proposed timing and project management plan for the summative assessment to show activities, key milestones, personnel responsible and how you will and work with OIS and UP to undertake the summative assessment within the required timescales. Please confirm how you will ensure successful management of the project and identify any project risks that may impact timescales or assessment. Where possible, please also detail points where significant input is anticipated at this stage from key stakeholders. *(Max Page Limit below).*

**MAXIMUM SUPPLIER RESPONSE PAGE LIMIT:**

**Questions 1 – 3: Max 10 Pages (total 10 pages to cover all 3 questions) - Font Size 12, excluding any CVS which may be appended separately.**

**4. Approach and Methodology**

Please explain your approach and methodology, ensuring your proposal covers each of the areas of the summative assessment report as described in Section 8 – 9 of this brief, including:

* Section 1 - Programme context: Design, Relevancy and consistency
* Section 2 – Programme Progress
* Section 3 – Programme Delivery and Management
* Section 4 – Programme Outcomes and Impact
* Section 5 – Programme value for money
* Section 6 – Conclusions and lessons learnt
* Specific Insights:
* Effectiveness of Processes and Activities
* SME Growth Journey and Engagement
* Lessons for the Future

Within your response, please also address the following areas:

* What methods might be appropriate to attribute change to the programme? What are the advantages and disadvantages of these approaches?
* What are the limitations of the evaluation design and potential caveats to be applied to the findings?
* Please provide a risk assessment for undertaking the evaluation and detail how you will manage the risks.
* Given the time constraints of the assessment, how will your approach measure the outcomes and impacts and timings over which these materialise?
* How will you ensure consistency and quality of data in your approaches?
* What range of data sources are you likely to employ?
* How many enterprises do you anticipate being contacted to ensure an adequate sample?
* Are there any wider direct and indirect impacts that may provide additional insights into the added value of the programme?
* Quality and Code of conduct – Please confirm your commitment to ensuring a professional code of conduct at all times, in particular with regard to communications and surveys with beneficiaries and key stakeholders undertaken by staff and third parties.

Within the response, suppliers must demonstrate understanding of the programme and context and propose relevant and feasible methodology as appropriate.

As noted in the brief, suppliers are encouraged to be innovative in their proposals and design of the assessment to reflect the nature of the programme, suggesting any additional insights and added value they may be able to provide. *(Max Page Limit below).*

**5. Confidentiality, Use of Data and Findings**

Suppliers should provide a response to the requirements listed in Section 12 of the brief in relation to Confidentiality and Use of Personal data. Within your response, please also address the following questions and issues:

* Are there any constraints on data collection and they can be avoided?
* How will the data be stored and are there any data protection issues?
* How will you work with OIS and UP to ensure the requirements of data protection are met, bearing in mind the need for OIS and UP to share certain findings of the summative assessment with different stakeholders?
* Returning and/or deleting personal data when the service ends. *(Max Page Limit below).*

**MAXIMUM SUPPLIER RESPONSE PAGE LIMIT:**

**Questions 4 – 5: Max 12 Pages (total 12 pages to cover both questions) - Font Size 12**

**6. Added Value**

Suppliers should list any other added value they can provide as part of the contract and unique selling points and services they may be able to provide.

**MAXIMUM SUPPLIER RESPONSE PAGE LIMIT:**

**Question 6: Max 2 Pages, Font Size 12**

**7. Pricing**

Please provide total costs for provision of the Project Evaluation, including:

* Total cost for undertaking the evaluation and provision of the summative assessment final report and summaryincluding interim reports, progress meetings, expenses and all other costs
* Please provide a detailed breakdown of all costs including:
* Daily rates and number of days for all staff that may be assigned to the contract
* Any third-party costs (if applicable)
* Expenses, travel and any other costs

Please attach a detailed price breakdown in an Excel spreadsheet.

Please note:

* the maximum budget for the summative assessment is £33K for CBS plus VAT (including all expenses and associated costs) – any bids over this amount will be disqualified.
* Suppliers will be responsible for ensuring costs remain as agreed within their tender response and final written contract and will need to work within the budget as specified – OIS will not be liable for any additional costs / expenses unless included in the tender and agreed in writing.

If suppliers are tendering to undertake the assessment for both CBS and C4G programmes, as noted earlier all pricing and costs must be kept completely separate for the 2 programmes – including separate invoices. The above tendered prices must be separate for each programme.

*(NB any potential economies of scale resulting from a supplier being awarded both contracts can be discussed after award of contract where applicable e.g. expenses or other potential savings).*

**MAXIMUM SUPPLIER RESPONSE PAGE LIMIT:**

**Question 7: Max 1 Page, Font Size 12, plus separately attached Excel Pricing spreadsheet.**

**Attachments to this document:**

* Appendix 1 – ESIF Form 1-014 – Summative Assessment Report Summary
* Appendix 2 – OIS Terms and Conditions
* Supplier Q&A clarifications and further information may be issued during the tendering period where applicable – all suppliers must register an expression of interest to receive this additional information as per instructions and contact details noted earlier.

*(End of document)*