



OXFORDSHIRE LOCAL INDUSTRIAL STRATEGY

Investment Prospectus and Delivery Plan Preparation

Invitation to Tender - Consultancy Brief

Purpose

To prepare an Investment Prospectus and Delivery Plan for the Oxfordshire Local Industrial Strategy (LIS), translating the ambitions and policy interventions set out in the strategy into a coherent programme for action and delivery.

The Delivery Plan will be built around a series of business cases derived from projects which have been developed by partners and stakeholders from across Oxfordshire. The commission will also include, therefore, support and advice on the development of these business cases to ensure that they are Treasury Green Book compliant. The Investment Prospectus will underpin the LIS allowing both public and private investors, nationally and internationally, to understand how they can invest in Oxfordshire to enable the region to achieve its growth potential and its ambition to be one of the top three global innovation ecosystems in the world by 2040. Imagination, innovation and creativity will be essential in developing the prospectus in ensuring it speaks to multiple audiences and stakeholders.

The Oxfordshire Local Industrial Strategy

The Oxfordshire Local Industrial Strategy (LIS) was published jointly with Government on 19th July 2019, and officially launched by OxLEP at the Oxford Blavatnik School of Government on 4th September with close to 200 senior leaders from business, local government, civic institutions and academia will be in attendance.

It is formed as a suite of four documents comprising: a comprehensive evidence base detailing Oxfordshire's economic performance to date; a future state assessment which reviews global megatrends and the potential of Oxfordshire's emerging technologies; the strategy document itself; and an Investment Prospectus and Delivery Plan.

The LIS sets an ambitious framework to position Oxfordshire as one of the top three global innovation ecosystems in the world by 2040. It is built around three guiding principles:

- **Invest in Oxfordshire, Deliver for the UK**
As one of three net contributors to the exchequer, Oxfordshire will deliver economic growth and manufacturing and supply chain opportunities for the rest of the UK.
- **Oxfordshire – The UK's Innovation Engine**
Oxfordshire has a world-class innovation ecosystem with a concentration of global assets and strengths. This, along with our strengths in research and talented workforce, make Oxfordshire a great place to invest.

- **Global Oxfordshire, Global Britain**

Many of Oxfordshire's industries already compete on a global level, and in new emerging markets. Investing in Oxfordshire will support us in our international potential and winning new market share in technologies of the future.

The LIS has been developed jointly with Government involving a wide range of departments and senior officials in honing the proposals which the strategy encompasses. It is also underpinned by an extensive programme of engagement, which has involved over 300 national and regional organisations from the public, private and community sectors participating and contributing over the strategy process.

This body of activity over a twelve-month period has resulted in the strategic framework with over 20 policy interventions across the five foundations of productivity: *ideas, people, business environment, infrastructure and places*.

Further details on the LIS and the live stream of the launch event can be found on the LIS page of the OxLEP website.

<https://www.oxfordshirelep.com/lis>

Understanding The Oxfordshire Economy

Oxfordshire is one of Britain's success stories. It has one of the highest concentrations of innovation assets in the world with universities and science, technology and business parks which are at the forefront of global innovation in transformative technologies and sectors such as fusion technology, autonomous vehicles, quantum computing, cryogenics, space, life sciences and digital health.

The economy is high-skilled, knowledge-led and dynamic. The county is one of the most popular places in the country to live, visit, and pioneer new industries; the markets for these technologies are increasingly global and are set for rapid growth between now and 2040. Oxfordshire has already created a number of high-tech companies that have been valued at over US\$1bn, which is testament to the ability of the innovation ecosystem to nurture and spin out companies. This success is not limited to the City of Oxford: the region also has an increasingly mature network of business hubs throughout the county which are operating to capacity with urgent need for more lab, research and innovation space as well as a major increase in A Grade and HQ office development.

Oxfordshire is globally renowned as a centre of science and innovation and includes the University of Oxford, ranked in the Times Higher Education Global Rankings since 2016 as the world's best university, and Oxford Brookes University as one of best 'new universities' in the UK with 94% of research activity internationally recognised. Harwell Campus is home to the largest space cluster in Europe, alongside significant health, energy and medical research hubs whilst Culham Science Centre represents one of the most concentrated sites of innovation and research in the country for Fusion and Robotics.

Oxfordshire is a major economy and is one of only three net contributors to the UK exchequer. Comprising key employment sites and globally significant companies, the Oxfordshire economy is home:

- to approximately 30,000 businesses providing over 417,000 jobs, defined by the concentration of knowledge intensive clusters and high-tech firms;
- which includes more than 1500 businesses within knowledge intensive clusters and high-tech firms, employing over 50,000 people alone; and

- generates, in total, over c£23bn Gross Value Added (GVA) to national output

Public and private investment into the business and innovation ecosystem has continued in recent years through the City Deal¹ programme and Local Growth Fund². resulting in four new innovation centres (Bio-Escalator at the Old Road Campus, the Begbroke Accelerator, Remote Applications in Challenging Environments at Culham and the Harwell Innovation Hub), In addition to this, in the past six months the region has also received further government investment which will strengthen Oxfordshire's capability in world leading research and innovation in key sectors through:

- £100 million for the Rosalind Franklin research institute, to improve health through physical science innovation;
- £65 million for the Faraday Institution, charged with tackling the global energy and battery storage challenge;
- £99 million for a National Satellite Testing Facility at RAL in Harwell; and
- £86 million for a National Fusion Technology Platform at Culham.

The assets that sit across Oxfordshire, therefore, are of both national and global significance and are critical to the long term economic success of the UK.

The Oxford – Cambridge Arc

The Oxford-Cambridge Arc (Arc) has been designated by Government as a major economic growth area and a national priority for investment, building on the recommendations of the National Infrastructure Commission (NIC) which highlighted the unique economic opportunities of connecting Oxford and Cambridge to support accelerated growth across this potential corridor. Outside of London, no other area in the country hosts the powerful combination of world leading universities and research institutes, globally competitive business clusters and highly skilled workers. The NIC has stated that for the UK to succeed in the global economy, it needs to continue investing in the region in order to sustain its competitiveness and drive the UK's knowledge economy.

As part of its commitment to the Arc, the three LEPs (OxLEP, SEMLEP and BTVLEP) and the Cambridgeshire Mayoral Combined Authority (MCA) which straddle the area, have worked together in ensuring there is alignment between their individual LIS's. Common chapters have been incorporated into each LIS which details where there is scope to collaborate and build specific policy areas to deliver economic returns at scale - these are identified in each LIS.

Work is progressing between LEP and MCA teams in the development of proposals which will form the basis for specific strategic outline business cases for these areas and this is being explored further with the Government's Ox-Cam Unit It is envisaged that the appointed consultancy team will be required to interact in these areas, on an Arc-wide basis. Further details will be shared with the successful consultancy team during the inception meeting.

The Oxfordshire Housing & Growth Deal

Oxfordshire (comprising OxLEP and the six local authorities) agreed a Housing & Growth Deal with Government worth £215m which was announced by the Chancellor in the November Budget of 2017. The Deal was formally signed off in March 2018 and work has been in progress to take forward the headline delivery commitments which include to:

¹ [Oxford and Oxfordshire City Deal](#)

² Growth Deal(s) - [Oxfordshire's Local Growth Fund 1, 2 and 3](#)

- plan for and support the delivery of 100,000 new homes between 2011 - 2031
- prepare, submit and adopt, subject to the examination process, a Joint Statutory Spatial Plan (now formally called the *Oxfordshire Plan 2050*) covering all five districts, by 2021/22, and submission of the current suite of Oxfordshire Local Plans
- develop with Government an ambitious Local Industrial Strategy, as one of three national trailblazer areas, with a long- term vision for growth and productivity, for adoption by 2019

The LIS Investment Prospectus and Delivery Plan will need to closely align with the emerging Oxfordshire Plan 2050, and also consider existing local plan commitments associated with employment land and other allocations.

The Commission

OxLEP is looking to appoint suitably qualified consultants who can work with the Senior Executive Team to develop an Investment Prospectus and Delivery Plan for the Oxfordshire Local Industrial Strategy, which will translate the ambitions and policy interventions of the strategy into a coherent programme of delivery.

The components of the commission are the final stage in the LIS Development Process, having concluded the economic baselining and evidence work which has supported the strategy document itself which formed the basis of the launch event in September. This final phase is focused on four key elements:

- ***Investment Prospectus*** – a dynamic, multi-platform output which details the investment opportunities for national and international parties from the public and private sectors to engage with in Oxfordshire. The appointed consultancy team will play a crucial role in devising the concept and the format and focus of the proposition. We are looking for creative and innovative approaches which can harness technology and communication platforms which can be deployed to connect with investors, as well as assemble different / complementary collateral for a variety of markets and audiences over a sustained period
- ***Delivery Plan*** – a comprehensive programme encompassing each policy intervention and projects set out under the LIS including individual work packages and activities, with clear financial breakdown and investment case information at project and plan level, together with lead and stakeholder contributions and timeline
- ***Business Case Support*** – advisory support to project leads and stakeholders in preparing Treasury Green Book compliant business cases, to ensure the development of robust investible propositions which will form the delivery plan and the case for investment to Government and commercial partners
- ***Monitoring & Evaluation Plan*** – a detailed plan which will demonstrate the impact and value for money which the commitments under the LIS will achieve. This will also include further work on how we track Oxfordshire’s performance as a global innovation ecosystem against rival competitor locations and how best practice can be adopted

Approach

Developing the Investment Prospectus and Delivery Plan will be iterative process involving both regional and national partners, with strong engagement also expected with officials from Government Departments. Close working between the consultancy team and the commissioning group and its partners, therefore, will be critical and tenders should set out in its methodology how this will be managed.

The breadth of partners with whom the process will need to engage will be wide and varied ranging from local bodies such as local authorities and Universities to employers and business bodies to national agencies including Catapults, UK Research & Innovation, the UK Atomic Energy Agency and sector groups such as UK Space. Tenders will need to demonstrate how the consultancy team would approach this task and set out innovative ways, including in the use of technology and communication platforms, by which we can capture input and generate value to the Prospectus, Delivery Plan and the associated business cases which will underpin these documents, ensuring that the final outputs are shared and owned across local, regional and national stakeholders.

Key Stages and Deliverables

Set out below are the headline milestones which suppliers will need to consider as part of their proposals. In addition, key stages and outputs of the commission to meet these milestones are listed; these are indicative at this stage and we will work with the successful supplier to develop a more detailed workplan as part of the Inception Meeting.

Headline Milestones

- 3rd October – publication of consultancy brief
- 10th October – supplier briefing event
- **25th October. 4pm – deadline for submission of tenders to OxLEP Ltd**
- 1st November – interviews and appointment of consultants
- 10am, 5th November – inception meeting
- 10th December – progress report and presentations to OxLEP Board
- End of January 2020 – first draft of prospectus and delivery plan to steering group
- February – refinement and development of key documents; second draft prepared
- 10th March – draft final for formal approval by OxLEP Board
- w/c 23rd March – final documents completed and delivered

Core Outputs

- a comprehensive delivery plan which translates the ambitions of the LIS into a programme of action and delivery
- supported excel spreadsheet of projects, outputs and activity which will form the basis for tracking and monitoring activity
- detailed monitoring and evaluation plan, in line with the commitments to track performance as set out under the LIS
- outline benchmarking framework to monitor Oxfordshire's progress as a global innovation ecosystem
- interim report / discussion paper setting out the options for an Investment Prospectus which can be shared with the OxLEP Board and steering group
- investment prospectus designed for multi-platform use including digital format and images, text and interactive maps
- powerpoint and pdf slidepack summarising data analysis, programme management plan and governance
- final suite of deliverables to be produced in Word, Excel and PDF format which can be used and adopted by the OxLEP Executive Team and relevant partners
- digital material, infographics and collateral which can be used on social media, online and digital platforms

Submission Deadline and Selection Process

All submitted proposals will be scored against a set of pre-determined criteria, set out below:

Criteria	Percentage of Overall Score (%)
Methodology and Approach	30% (0/30)
Creativity and Innovation	30% (0/30)
Consultancy Team, Skills and Competencies	25% (0/25)
Overall Price	15% (0/15)
	Total Score (Out of 100)

A supplier briefing event will be held between 2-4pm on Thursday 10th October at the OxLEP Offices in Central Oxford. Suppliers interested in attending should register, by no later than 5pm on Tuesday 8th October, by email to lis@oxfordshirelep.com

Please send all tender submissions to: lis@oxfordshirelep.com by **4pm on Friday 25th October** – please note, late submissions will not be considered.

Please state '***Oxfordshire Local Industrial Strategy Consultancy Proposal***' in your email correspondence.

Shortlisted suppliers will be notified by Tuesday 29th October and be invited to a panel interview at the OxLEP offices in Oxford on Friday 1st November.

All tenders should clearly state the key point of contact for the supplier and their contact details.

Additional Information

Freedom of Information

All information provided by you in your response to this ITT will remain confidential and will not be disclosed to any other party except where required for official audit purposes or to the extent that OxLEP Ltd considers that disclosure is required pursuant to the Freedom of Information Act 2000 or any other applicable legislation, legal requirement or code of practice.

Confidentiality

By receiving this ITT you agree to keep confidential the information contained in the ITT or made available in connection with further enquiries and questions. Such information may be made available to your employees and professional advisers for the purpose only of responding to this ITT.

Material Changes

At any time before the award of the contract, OxLEP Ltd reserves the right to disqualify any organisation whose circumstances change to the extent that it ceases to meet the selection criteria or makes a material change in respect of its proposal unless substantial justification can be provided to the satisfaction of OxLEP Ltd. Where a Bidder becomes aware after having submitted a Bid of a change in circumstances or information supplied, it should notify OxLEP of this as soon as possible.

Budget

The Investment Prospectus and Delivery Plan are critical documents which will shape Oxfordshire's future economic priorities and form the basis for our relationship with Government and investors. As such, we are setting aside a substantial amount of our LIS development budget to resource this commission, underlining its importance to Oxfordshire.

We anticipate a total maximum budget of £100,000, exclusive of VAT

The commissioning party will be OxLEP Ltd and contractual arrangements will be based on the standard terms adopted by the Company. This will be agreed with the successful applicant following the selection process.

Client Contact Details

A steering group comprising representatives from OxLEP and key stakeholders will oversee the commission. Further detail will be shared at the Inception Meeting.

The primary point of contact for the commission will be Ahmed Goga, OxLEP Director of Strategy & Programmes and can be contacted via ahmed.goga@oxfordshirelep.com