Request for Quotation



**Peer to Peer Programme**

**Closing date for return of RFQ midday 19th August 2020**

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 **PART A - GENERAL INFORMATION**

#### 1. DEFINITION OF TERMS

|  |  |  |
| --- | --- | --- |
|  |  Bid | means a Bidder’s response to this RFQ |
|  |  Bidder | means the entity responding to this Request for Quotation. |
|  | Bidder’s Representative | means the Bidder’s representative who will coordinate all communications with OxLEP’s Representative in relation to this Request for Quotation. |
|  |  Method Statement | means the outline description of how the Bidder proposes to perform or deliver the Service. |
|  | OxLEP | means Oxfordshire Local Enterprise Partnership |
|  | OxLEP’s Representative | means the Compliance Manager or Growth Hub Manager at OxLEP, who will coordinate all communications with the Bidder in relation to this Request for Quotation. |
|  | Request for Quotation(RFQ) |  means this document and all its appendices which have been sent to all Bidders. |
|  | Service | means the goods, works and/or services sought by OxLEP in accordance with the provisions of this Request for Quotation. |
|  | Specification | means the description of the Service contained in Appendix 1 to this Request for Quotation. |

2. BACKGROUND TO THE PROCUREMENT

2.1 Oxfordshire Local Enterprise Partnership (OxLEP) is looking to procure delivery of peer to peer networks to improve SME’s capability to adapt their business models to the “new normal”, position themselves for future success and drive longer term productivity gains through improved leadership and management skills and tech adoption.

2.2 Bidders are invited to quote for the provision of the Services described at Appendix 1 Specification.

2.3 Bidders potentially may be called for a clarification interview.

**3. INSTRUCTONS FOR COMPLETION AND RETURN OF RFQ**

1. Please e-mail any question(s) regarding this document and/or the RFQ process to tracy.james@oxfordshirelep.com and helen.brind@oxfordshirelep.com. Questions and answers will be added to the OxLEP website. All questions must be received by midday on **17th August 2020**. No questions will be answered after that date.
2. The documentation to be returned to OxLEP is listed as Sections A, B, C, and D of this RFQ. Failure to submit all documentation may result in your Bid being discounted.
3. Additional attachments should be clearly labelled in relation to the Section and question. In addition, please indicate under the relevant question that this has been done.
4. Bids must be in English.
5. If you reproduce the RFQ, the paragraph numbering, content or wording of the questions must not be changed in any way.
6. Where a question is not relevant to your organisation, you should respond “Not Applicable”.
7. Please do not supply general marketing, promotional or similar material in response to a question, unless such material is specifically requested, or the material supplied is particularly relevant to the question. In either event, the material should be marked clearly to show your name, the number of the question to which it relates and, if appropriate, the page number or the section of the material which is relevant.
8. OxLEP may require you to clarify any part of your Bid or to supply additional information if it considers this appropriate.
9. Where this RFQ refers to UK legislation, qualifications, codes or similar matters you should, if you are established outside the UK, base your response on the equivalent legislation, qualifications or codes that apply in the relevant domestic jurisdiction.
10. If you are a member of a group of companies (e.g. sister organisation, subsidiary etc.), the Bid should be completed on behalf of your organisation only and not on behalf of the group as a whole (except where group information is specifically requested).
11. OxLEP will not accept a Bidder’s terms of business in lieu of or in addition to the conditions included at Appendix 2. By submitting a Bid, Bidders are agreeing to be bound by the conditions at Appendix 2 without further negotiation or amendment should their Bid be accepted, unless changes are agreed by OxLEP and such changes notified to all Bidders prior to Bid submission.

1. Please return an electronic copy of your Bid including any supporting material by e-mail to:

tracy.james@oxfordshirelep.com and helen.brind@oxfordshirelep.com

1. Please use a delivery and read receipt on your email to confirm it has been delivered. OxLEP will confirm receipt of your Bid but this may not be until after the deadline.
2. Failure to submit your Bid by the closing time and date may result in your Bid not being evaluated.
3. Bids must remain valid and open for acceptance for three months from the closing date for return of the RFQ.

###### 4. AWARD CRITERIA

4.1 Each Bid received will be evaluated against a range of scored and mandatory

 criteria.

4.2 Phase 1

Each Bid will be evaluated against a range of mandatory criteria as set out in Table 1:

Table 1 Scored criteria for this RFQ and respective weightings:

|  |  |  |
| --- | --- | --- |
| Question ID | Question | Weighting % |
| A1 | Bidder Information | Information Only |
| A2 | Mandatory Rejection Criteria | Pass/Fail |
| A3 | Discretionary Rejection Criteria | Pass/Fail |
| A4.1 | Insurance | Pass/Fail |
| A4.2 | Equality & Diversity | Pass/Fail |
| A4.3 | Safeguarding | Pass/Fail |
| A4.4 | Health & Safety | Pass/Fail |
| A4.5 | Data Protection/GDPR | Pass/Fail |
| A4.6 | Environmental Management | Pass/Fail |
| A5 | Previous Contracts | Information Only |

Where a Bidder answers Yes to questions 4.2.2, 4.3.2, 4.4.4, 4.5.3 and 4.6.1, a Pass will be subject to evidence of investigation and/or corrective action implemented to the satisfaction of OxLEP.

4.3 Phase 2

 Bidders must pass Phase 1 for their Bid to be evaluated at Phase 2.

 The scored criteria using the mechanism for scoring set out in Tables 2 and 3

 Respectively and the mechanism for scoring Price set out in Table 4.

Table 2 Scored criteria for this RFQ and respective weightings:

|  |  |  |  |
| --- | --- | --- | --- |
| **Criteria** | **Weighting (%)** | **Sub-Criteria** | **Weighting (%)** |
| **Price** | 30% |  | 30% |
| **Experience** | 30% | Relevant knowledge and skills | 20% |
| Evidence of delivering peer to peer networking | 10% |
| **Methodology** | 40% | Initial understanding of potential clients | 10% |
| Approach to peer to peer service | 20% |
| Clear strategy on how the bidder will work with OxLEP to help them deliver programme targets | 10% |

**Please note that if there are any mandatory requirements in the Specification which are not met, the Council will treat your Bid as non-compliant.**

Table 3 Scoring mechanism for the scored criteria of this RFQ:

|  |  |
| --- | --- |
| Very Good - answer that covers the Specification with additional value elements | 9-10 |
| Good - answer that covers the Specification or almost all aspects of the Specification | 7-8 |
| Satisfactory - answer covering the main points of the Specification | 5-6 |
| Unsatisfactory - answer with some references to the Specification | 3-4 |
| Poor - answer with a vague reference to the Specification | 1-2 |
| Question not answered | 0 |

Table 4 Scoring mechanism for Price

 Bidders’ price scores will be calculated based upon the lowest price submitted by Bidders.

The Bidder with the lowest price will be awarded the full score of 30, with the remaining Bidders gaining a pro-rated score in relation to how much higher their prices are when compared to the lowest price.

In the example below price is scored out of 30:

|  |  |  |  |
| --- | --- | --- | --- |
| Tenderer | Price | (price - lowest price) / lowest price = % of price which is above lowest price | Score Maximum points x (100% - % of price which is above lowest price) |
| 1 | £100 | (£100 - £100) / £100 = 0.00% | 30 x (100%-0%) = 30 |
| 2 | £125 | (£125 - £100) / £125 = 20.00% | 30 x (100% - 20.00%) = 24.00 |
| 3 | £150 | (£150 - £100) / £150 = 33.33% | 30 x (100% - 33.33%) = 20.00 |
| 4 | £175 | (£175 - £100) / £175 = 42.85% | 30 x (100% - 42.85%) = 17.15 |
| 5 | £200 | (£200 - £100) / £200 = 50.00% | 30 x (100% - 50.00%) = 15.00 |
| 6 | £300 | (£300 - £100) / £300 = 66.66%  | 30 x (100% - 66.66%) = 10 |

There is no minimum turnover criteria for this procurement, however you should provide accounts (or equivalent) for your previous financial year. If these are unavailable, you must explain why.

4.4 Phase 4

 If necessary, following the scoring phase, the top scoring Bidders will be invited to an interview stage.

This will include an initial presentation on their bid and structured questions focused on kay areas for clarification. Each Bidder invited to interview will be asked the same questions.

If required, interviews will take place on 21st August 2020 and bidders should ensure they can be available.

4.5 OxLEP reserves the right to:

4.5.1 waive or change the requirements of this RFQ from time to time without prior (or any) notice;

4.5.2 withdraw this RFQ at any time, or to re-invite Bids on the same or any alternative basis;

4.5.3 choose not to award any contract as a result of the current procurement process, or to award the contract in part, or to award one of the two Lots.

4.6 OxLEP will not be liable for any bid costs, expenditure, work or effort incurred by a Bidder in proceeding with or participating in this RFQ process including if the process is terminated or amended by OxLEP.

**5. ADDITIONAL INFORMATION**

Freedom of Information

All information provided by you in your response to this RFQ 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 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 RFQ you agree to keep confidential the information contained in the RFQ 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 RFQ.

Material Changes

At any time before the award of the contract, OxLEP 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 Bid unless substantial justification can be provided to the satisfaction of OxLEP. 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.

**6. INDICATIVE RFQ TIMETABLE**

The deadline for the return of the RFQ is as set out here unless otherwise notified by OxLEP. All other dates are indicative only and subject to change.

|  |  |
| --- | --- |
| **Activity** | **Date** |
| Advert placed on OxLEP website and Contracts Finder | 5th August 2020 |
| Final date for submission of RFQ questions | 17th August 2020, midday |
| Time period in which questions will be answered | 19th August 2020 |
| RFQ closing time and date | 19th August 2020, midday |
| Interview date (if required) | 21st August 2020 |
| Notification of award outcome to Bidders | 21st August 2020 |
| Contract start date | 1st September 2020 |

**Proposals must be submitted before midday on the 19th August 2020**

**Appendix 1**

**Specification**

**About us**

The Oxfordshire Local Enterprise Partnership (OxLEP), formally launched by the Business Minister, Mark Prisk MP, in March 2011 is responsible for championing and developing the Oxfordshire economy. Now in its sixth year of operation, OxLEP has made considerable progress in strengthening Oxfordshire's economy by establishing robust and effective relationships between businesses, academia and the public sector.

## This strong partnership is reflected within our Board - a body of Non-Executive Directors who are leaders within education, business and local authorities across Oxfordshire. With their support OxLEP can act as an informed, independent advocate for those driving innovation and growth across the county. In addition, we are also able to prioritise the key programmes needed to address priority deficiencies identified in Oxfordshire.

## Overview

Peer Networks is a national initiative that will be delivered locally through the Local Enterprise Partnership (LEP) network and their respective Growth Hubs. The programme’s longer-term aims are focused on reducing the UK productivity gap by helping business leaders find practical solutions to strategic and operational challenges. It also forms part of the UK Government response to the COVID-19 pandemic and the ongoing EU transition, seeking to improve the resilience of SMEs, their capability to adapt their business models to the “new normal” and position themselves for future success, driving longer-term productivity gains.

The programme will see the creation of a series of peer networks (cohorts) through the Growth Hub network, with each group consisting of 8-11 owners or managers from the SME business community participating in each network. Led by an experienced facilitator, these peer networks will typically meet fortnightly as part of delivering 18 hours of action learning through 2-3-hour sessions. Individual one-to-one support (coaching, mentoring, or advice) will also be provided either directly by the programme, or from other existing schemes to help to implement and manage change. Active involvement in the peer network will enhance the leadership capabilities, knowledge and confidence of business owners and entrepreneurs within a local region. It will help build regional connectivity and strength within the SME business community.

The Peer Networks Programme is funded by the Department for Business, Energy & Industrial Strategy (BEIS) in response to a commitment made in the 2019 Business Productivity Review.

OxLEP will be the local accountable body for the Peer Networks programme.

**Context and Need**

The UK has a longstanding productivity challenge; even before the financial crisis labour productivity was on average 13% higher in the rest of the G7 countries compared to the UK.[[1]](#footnote-1) This 'Productivity Gap' has since been exacerbated by the UK's unusually weak productivity growth since the financial crisis in 2007-2008. The UK's overall future productivity growth will, in large part, be determined by the performance of individual businesses. Whilst the UK has some of the most productive businesses in the world, we also have many low productivity businesses. The current effects of the COVID-19 pandemic combined with the transition into a new trading environment with the EU has the potential to further disrupt UK productivity but also presents an opportunity as businesses adapt their business models, create new ways of working and access new markets.

The 2019 Business Productivity Review found that those businesses that adopt formal management practices are more likely to achieve higher turnover, employment levels and productivity growth. There is a broad base of evidence that suggests that businesses that seek external advice or undertake formal training are more likely to improve their overall business performance.

Whilst there is a large private sector market for advice and training, SMEs report issues with a lack of awareness of the help available and a lack of trust in the quality of provision. Affordability is also a challenge. The Business Productivity Review reported that businesses are most likely to look to trusted peers and professional networks for advice first, often leveraging their networks and existing relationships with intermediaries to signpost and help them to navigate the business support market. The Business Productivity Review found that numerous respondents echoed the complexity, fragmentation and size of the UK business support market and pointed out this complexity is found in both the public and private sector business support provision.

Evidence supplied to the review by the OECD[[2]](#footnote-2) supports this previous finding that businesses often prefer to take advice from trusted sources, and they look to their existing networks – such as their peers or their accountants – when taking advice. Businesses also usually take advice at trigger points, such as when faced with challenges requiring change, including both competitive pressures and opportunities.

In addition, there is robust evidence that demonstrates the importance of business managers learning from peers, particularly in their local area. Peer networks are integral for trusted advice. They help businesses navigate multiple stages in the business change cycle, can be called on by businesses time and again, and through structured conversations they can be focused to support the specific issues faced by businesses. The Business Productivity Review references the PLATO Networking programme operational in Belgium. The aim of the PLATO networking scheme is to provide intensive guidance to SME managers by organising structured meetings between SME managers. One study[[3]](#footnote-3) found that participation in the scheme was associated with 2.5% higher labour productivity, another study[[4]](#footnote-4) found that businesses participating in the network had 5% more assets and 7.4% higher value-added growth.

Building on these findings the UK Government, through the Department for Business, Energy & Industrial Strategy, has committed £20m to strengthen local Peer-to-Peer networks focused on business improvement so that thousands of business leaders can share and benefit from expertise on leadership, business development and technology adoption. Whilst the long-term objective of this initiative is to drive up productivity and help close the gap with our competitors, this is exactly the support businesses need now to develop the skills to tackle issues they face in relation to COVID-19. As these networks will continue at least to end March it is expected that they will also be useful in preparing SMEs for the end of the EU transition period and entry into a new trading environment.

The Peer Networks programme is the mechanism through which the funding will be channelled, and peer networks developed and delivered locally through Growth Hubs.

**Peer Networks and Action Learning**

Action learning is an approach to problem solving and learning in groups to bring about change in individuals, teams, organisations and systems. It is based on the principle that the most effective learning takes place in the context in which people are working. A Peer Network is a private group of invited business leaders, formed to support its participants by working together to share challenges, solutions, knowledge, expertise and experience. Typically:

* Participants gather on a regular basis with the support of a facilitator to explore individual participants’ challenge and to co-operate by sharing learning from each other’s successes, setbacks and practices.
* The point is to realise opportunities, overcome challenges, develop themselves and their businesses.
* The conversation is structured and facilitated using action learning principles to ensure consistency, efficiency and effectiveness, leading to specific actions self-directed by participants.
* Participants reflect on the feedback and discussion and act on new thinking following the session, reporting the results back to their co-members the next time they meet. This helps everyone move forward on their challenges and learn from each other’s progress. The fact that participants always report back to the group helps everyone hold each other to account for progressing with their issues and opportunities.
* The process is designed to deliver new insights for participant and result in tangible actions or solutions.

For the Peer Networks programme participants will benefit from both access to a professional action learning facilitator and one-to-one support outside of the group sessions. Importantly, the content of the sessions is driven by the participants from a list of key themes (e.g. business development, marketing, people management, technology adoption, response to COVID-19, EU transition) and can be tailored to focus on their specific needs, including wider issues that may be affecting their sector, locality or business model.

## Aims and Objectives

Peer Networks will form an important part of the Government’s drive to improve productivity and deliver part of the economic response to the effect of COVID-19 on businesses. It will provide support to SMEs as they move into and through the Recovery phase of COVID-19 response. The aim is to improve SME’s capability to adapt their business models to the “new normal”, position themselves for future success and drive longer term productivity gains through improved leadership and management skills and tech adoption.

The programme will aim to target 6,000 participants nationally in 2020-21, with the option to support up to 10,000 firms if there is demand. These will be spread across 38 LEPs in line with local demand and capacity to deliver.

Success will be measured by:

* Firm survival
* Growth in value added as an indicator of recovery from COVID-19
* Improvements in labour productivity
* Participant views on the resilience of their SME
* Participant views on their leadership and management skills
* The SME’s ability to recruit and retain staff where appropriate
* The SME’s ability to access cash to continue trading
* Changes in the SME’s adoption of technology

# Detail of Requirements

## The required services

OxLEP is seeking to appoint a provider to deliver key elements of the Peer Network Programme. This is expected to support the growth of at least a specified number of participants and SMEs, through the provisions of cohort groups, across Oxfordshire. This could be left open for providers to pitch for a volume of cohorts.

The provider will need to clearly demonstrate in their tender response how they will meet the required deliverables within the available budget and timescales.

The programme will be supported by a playbook – a user handbook to aid the successful roll-out and implementation of the programme. It aims to provide a common resource to support local delivery partners and will help ensure there is a suitable level of national consistency in how the programme is delivered, whilst allowing for a degree of local flexibility as appropriate. The relevant information will be provided to the successful provider(s).

The provider will be required to:

* detail how they will deliver the programme virtually using video conference technologies
* detail how they would deliver the programme face-to-face if Covid-19 restrictions permit
* set out how suitable SMEs will be identified, recruited, and enrolled
* detail how many peer networks will be delivered across the duration of the contract period
* detail how many participants (SMEs) will be supported across the duration of the contract period
* set out how they will ensure optimal cohort mix and balance within a group
* explain how the peer networks will be successful managed, run and facilitated
* ensure that SME participants are representative businesses within Oxfordshire area
* detail how the KPIs will be met, how evidence and record keeping requirements will be undertaken, and how the external evaluation process will be supported
* provide detailed costing associated the service delivery to ensure that the budget is utilised effectively, provides good value for money and a strong economic return

Critical to the success of this programme is the use of experienced facilitators deploying an action learning style to drive the peer network and deliver high-impact outcomes. The facilitator(s) should have the skills, experience and qualifications needed to successful facilitate sessions with small business owners. The provider must be able to clearly demonstrate and evidence a track record in facilitation and show how the facilitator(s) they plan to deploy meet the facilitator specification provided as part of the tender documentation.

In addition, the provider must be also able to demonstrate the successful delivery of similar support to SME business owners, entrepreneurs, and managers. The provider should be able to demonstrate an excellent understanding of the specific needs, characteristics and issues faced by SMEs with the local region, and a detailed understanding of the range of business issues associated with growth, productivity, innovation, strategy, people and skills, driving change, resilience, technology adoption – and how to address these.

Complementing the delivery of facilitated action learning sessions will be targeted one to one support for individual participants this will add value to the professional and personal growth achieved through the group sessions. This is therefore part of the programme.

The provider is required to provide one to-one support, which can come in the form of coaching, mentoring or advice and will need to be delivered by suitably qualified and experience individuals to SME business owners or senior leaders. This one to one support element will be specific to the individual needs of each participant, so the provision may need to address a wide range of areas across the one to one support spectrum. The provider must be able to clearly demonstrate and evidence a track record in one-to-one support and show how the Individuals they plan to deploy meet the specification provided as part of the tender documentation.

The provider should provide an overview of the experience and skills those providing one-to-one support, detailing the coaching, mentoring, or advice approaches deployed, what a typical one-to-one session resembles, and how the impact and outcome for the individual and the organisation would be measured in line with KPI and evaluation requirements.

The provider will need to understand the business support landscape within the region to ensure that the service provided will complement and add value to the support currently available within the region to help SMEs.

Providers are expected to provide all platforms, equipment and materials required for the delivery of the programme, unless agreed in advance through specific arrangements.

The sessions will run virtually. The wider use of digital technologies to support the efficient, effective and timely administration and delivery of activities is encouraged, and providers are recommended to demonstrate how they can meet this requirement.

**Delivery Model**

Peer Networks is a national initiative that will be delivered locally through the Local Enterprise Partnership (LEP) network and local Growth Hubs.

The programme invites leaders and senior managers from the SME business community who meet the eligibility criteria below to participate in a local peer network that will meet regularly over several months.

Target SMEs profile:

Essential criteria:

* In operation for 1 year+
* At least 5 employees
* An aspiration to improve​
* A turnover of at least £100,000​

Desirable:

* Scale ups
* Exporters and potential exporters

The provider will need to carefully consider who is recruited to minimise participant drop out.

The provider will be expected to deliver against the playbook. In summary, the delivery model is:

|  |  |
| --- | --- |
| Target cohort size:  | 8-11 business owners or senior decision makers per cohort. |
| Number of sessions:  | Led by an experienced facilitator using the action learning methodology, the number of sessions will be determined by local needs. Each cohort must meet for a total of 18 hours. |
| Frequency of sessions:  | Typically, fortnightly (determined by local needs). ​All sessions must be completed by 31 March 2021. |
| Location:  | Given current social distancing restrictions and the ongoing COVID-19 pandemic the sessions will be delivered virtually. As restrictions and guidance are changed LEPs should consider face-to-face delivery where there is a demand for this style.    |
| Topic selection:  | Topics could include but are not limited to: * Finance
* HR
* Sales and Marketing
* Adjusting to social distancing
* Business Model Innovation
* Change Management
* Embedding formal management processes and systems
* Digital (including adoption and implementation of technology, cyber security)
* Use of data to drive value in the business
* EU transition
* Net zero​.
 |
| Methodology:  | Each session must be facilitated according to action learning principals. |
| Added support:  | Individual one-to-one support relevant to identified businesses needs must also be provided. This must be a minimum of 3.5 hours. This requirement can be met from within the programme, or through other existing local activities. This support must also be completed by 31 March 2021. |

Each of the sessions will be led by an experienced facilitator utilising the action learning methodology. This is a highly effective way of running peer networks and provides a common framework to ensure national consistency across all the local groups. The facilitator will lead and host the sessions (using video conference platforms such as MS Teams, WebEx, Zoom, etc.), and use principles of action learning to successful facilitate each one.

## Deliverables

**Programme Mobilisation and Programme Management**

The key deliverable is to support the development and delivery of Peer Networks within Oxfordhire during the contract period using the defined facilitated peer network model and against the specified criteria if the provider is undertaking the recruitment of businesses.

Key regional deliverables for the Peer Networks Programme include:

**Management**:

* A robust application process for recruiting appropriate businesses/participants
* A robust model for undertaking the ‘change in attitudes’ survey of businesses supported on the programme
* Meeting programme quality assurance requirements to be set out in a quality assurance framework
* Commitment to undertake monthly reporting, including using a programme microsite for network KPI capture

**Engagement**:

* Number of participants entering the programme
* Number of cohorts built
* Number of participants receiving a minimum of 6 hours facilitation
* Number of participants receiving a minimum of 12 hours facilitation
* Number of participants receiving a minimum of 18 hours facilitation

**Results**:

* Number of cohorts completing 18 hours of action learning
* Number of individuals completing 18 hours of action learning
* Number of participants who have received a minimum of 3.5 hours one-to-one support through the programme
* Number of participants who have received a minimum of 3.5 hours one-to-one support outside the programme
* Number of participants who have received both – 18 hours of action learning sessions and a minimum of 3.5 hours one-to-one support
* Commitment to report a summary of participant support received, and signposting and referral details

The supplier will be required to report on progress towards these deliverables on a weekly basis.

**Provision of Facilitators**

Key regional deliverables for the Peer Network Programme include:

* Provision of experienced facilitators with the necessary levels of flexibility and availability that can deliver a minimum of 18 hours action learning facilitation per cohort, pre-cohort participant familiarisation, in-cohort insight gathering and reporting, and post-cohort review and handover activities
* Undertake programme orientation
* Meeting programme quality assurance requirements to be set out in a quality assurance framework
* Percentage of participants remaining on programme
* Completion of the facilitator notes post session

**Provision of One-to-One Support**

Key regional deliverables for the Peer Network Programme include:

* Provision of experienced coaches, mentors, or business advisors with the necessary levels of flexibility and availability that can deliver a minimum of 3.5 hours one-to-one support per participant, and provide post support handover
* Undertake programme orientation
* Meeting programme quality assurance requirements to be set out in a quality assurance framework
* Completion of the session/handover documentation

# Duration and Budget

The contract period will be from the award date until the 31st March 2021.

The value of this procurement is expected to be between a lower limit £140,000 and upper limit £166,000 excluding VAT.

Bidders should note that elements of this service may be used as match against the Growth Hub’s two European Regional Development Fund (ERDF) projects (see below).

**Existing Growth Hub Programmes:**

OxLEP Business operates as the Growth Hub for Oxfordshire, simplifying the business support landscape and helping individuals and businesses to easily connect. We help small businesses (SMEs), entrepreneurs and socially minded enterprises find the support they need.

In addition to sign posting we offer support through a series of ERDF business support programmes detailed below. We have also recently launched an enhanced Growth Hub offer which includes an online business support tool, personalised recovery and growth plans providing sign posting to appropriate support including, suitable grants, one to one support with specialised advisors and a series of webinars and workshops.

**Innovation Support for Businesses Programme**

The Innovation Support for Business (ISfB) programme is funded by ERDF and is delivered with partners from the University of Oxford, Cherwell District Council, Oxford City Council and Oxford University Hospitals NHS Foundation Trust and is designed to support Oxfordshire’s innovative entrepreneurs and SMEs through support including: 'Go-create' grants from £1,000, coaching and mentoring 1:1 support, workshops, seminars and master classes and access to equipment, expertise and resources through the Agile and Prototyping Labs at Begbroke and the Eco Business Centre at Bicester.

**eScalate Programme**

The eScalate programme, which is also funded by ERDF, provides:

* Access to 12 hours of 1:1 support for small businesses that are growing, have potential to grow or have an appetite to grow and are working towards increasing market share, revenues, staff or have struggled with access to finance or need investment readiness support.
* A dedicated support programme delivered by six Hubs for small businesses that have a purpose beyond profit, are contributing to social and / or environmental good, would like to be more purposeful or are working on or want to work on a project which improves their social impact.
* Grants of between £1,000 and £25,000.

**Background to the service**

The Business Productivity Review found that those businesses that adopt formal management practices are more likely to achieve higher turnover, employment and productivity growth. Businesses that seek external advice or undertake formal training are more likely to improve their performance.

Whilst there is a large private sector market for advice and training, SMEs report issues with a lack of awareness of the help available and a lack of trust in the quality of provision. Evidence to the review provided by the OECD supports previous findings that businesses prefer to take advice from trusted sources, including as their peers, particularly when presented with external challenges and opportunities.

Evidence indicates that Peer Networks can result in 2.5% higher labour productivity (PLATO).

BEIS sees Peer Networks forming an important component of the Government’s economic response to Covid-19. The aim is to improve SME’s capability to adapt their business models to the “new normal”, position themselves for future success and drive longer term productivity gains through improved leadership and management skills and tech adoption.

The first place most businesses turn to for advice on how to overcome a challenge or get new ideas is others within the business world. Businesses want to hear from trusted sources and peers that look and feel like them (e.g. similar challenges, size, industry etc.) and have successfully navigated the challenge they face. This is particularly true for businesses facing a trigger point, such as COVID-19.

Intelligence gathered from an extensive range of external stakeholders have indicated to BEIS that there is unmet demand for peer to peer support.

Whilst the long-term objective of these initiatives is to drive up productivity and enhance competitiveness, BEIS has concluded that peer to peer support is needed to develop the skills to tackle issues SMEs face in relation to COVID-19. As these networks will continue at least to end March it is expected that they will also be useful in preparing SMEs for the end of the transition period.

In this context peer networks are groups in which peers come together with the support of a trained facilitator to discuss challenges and identify workable solutions. This means that trust in the relationships will be critical for success.

Evidence demonstrates that peer learning is most effective with the support of a trained facilitator using an action learning style. Action learning is a process in which a real-life problem is worked through with a group that promotes enquiry and reflection, and which results in tangible actions or solutions.

Given COVID-19 restrictions, initially sessions would need to be delivered virtually, but should move to face to face as soon as possible, depending on the demand for this approach. BEIS intends to work with LEPs and delivery partners and existing networking organisations to develop a ‘Playbook’ – a practical ‘how to’ toolkit to support them and facilitators in implementing new local groups.

**Appendix 2**

**Contract Conditions**

Current OxLEP generic terms and conditions attached, these are subject to revision.



PART B – REQUEST FOR QUOTATION

SECTION A COMMERCIAL INFORMATION – TO BE COMPLETED

A1 BIDDER INFORMATION

|  |  |
| --- | --- |
| **A1.1 Bidder details** | **Answer** |
| Full name of the Bidder completing the RFQ  |  |
| Registered company address |  |
| Registered company number |  |
| Registered charity number |  |
| Registered VAT number |  |
| Name of immediate parent company |  |
| Name of ultimate parent company |  |
| Please mark ‘X’ in the relevant box to indicate your trading status | i) a public limited company  |  ▢ Yes |
| ii) a limited company |  ▢ Yes |
| iii) a limited liability partnership | ▢ Yes |
| iv) other partnership | ▢ Yes |
| v) sole trader | ▢ Yes |
| vi) other (please specify) | ▢ Yes |
| Please mark ‘X’ in the relevant boxes to indicate whether any of the following classifications apply to you | i) Voluntary, Community and Social Enterprise (VCSE – defined as a non-governmental organisation that is value-driven and which principally reinvests its surpluses to further social, environmental or cultural objectives.) | ▢ Yes |
| ii) Small or Medium Enterprise (SME) [[5]](#footnote-5) | ▢ Yes |
| iii) Sheltered workshop | ▢ Yes |
| iv) Public service mutual | ▢ Yes |

|  |
| --- |
| **A1.2 Contact details** |
| Bidder contact details for enquiries about this RFQ |
| Name |  |
| Postal address |  |
| Country |  |
| Phone |  |
| Mobile |  |
| E-mail |  |

**A2 MANDATORY REJECTION CRITERIA**

You will be excluded from the procurement process if there is evidence of convictions relating to specific criminal offences including, but not limited to, bribery, corruption, conspiracy, terrorism, fraud and money laundering, or if you have been the subject of a binding legal decision which found a breach of legal obligations to pay tax or social security obligations (except where this is disproportionate e.g. only minor amounts involved).

If you have answered “yes” to question A2.1 on the non-payment of taxes or social security contributions, and have not paid or entered into a binding arrangement to pay the full amount, you may still avoid exclusion if only minor tax or social security contributions are unpaid or if you have not yet had time to fulfil your obligations since learning of the exact amount due. If your organisation is in that position please provide details using a separate Appendix. You may contact OxLEP for advice before completing this form.

|  |  |
| --- | --- |
| **A2.1 Within the past five years, has your organisation (or any member of your proposed consortium, if applicable), Directors or partner or any other person who has powers of representation, decision or control been convicted of any of the following offences?** | **Please indicate your answer by marking ‘X’ in the relevant box.** |
| **Yes** | **No** |
| 1. conspiracy within the meaning of section 1 or 1A of the Criminal Law Act 1977 or article 9 or 9A of the Criminal Attempts and Conspiracy (Northern Ireland) Order 1983 where that conspiracy relates to participation in a criminal organisation as defined in Article 2 of Council Framework Decision 2008/841/JHA on the fight against organised crime;
 |  |  |
| 1. corruption within the meaning of section 1(2) of the Public Bodies Corrupt Practices Act 1889 or section 1 of the Prevention of Corruption Act 1906;
 |  |  |
| 1. the common law offence of bribery;
 |  |  |
| 1. bribery within the meaning of sections 1, 2 or 6 of the Bribery Act 2010; or section 113 of the Representation of the People Act 1983;
 |  |  |
| 1. any of the following offences, where the offence relates to fraud affecting the European Communities’ financial interests as defined by Article 1 of the Convention on the protection of the financial interests of the European Communities:
 |  |  |
| (i) the offence of cheating the Revenue; |  |  |
| (ii) the offence of conspiracy to defraud; |  |  |
| (iii) fraud or theft within the meaning of the Theft Act 1968, the Theft Act (Northern Ireland) 1969, the Theft Act 1978 or the Theft (Northern Ireland) Order 1978; |  |  |
| (iv) fraudulent trading within the meaning of section 458 of the Companies Act 1985, article 451 of the Companies (Northern Ireland) Order 1986 or section 993 of the Companies Act 2006; |  |  |
| (v) fraudulent evasion within the meaning of section 170 of the Customs and Excise Management Act 1979 or section 72 of the Value Added Tax Act 1994; |  |  |
| (vi) an offence in connection with taxation in the European Union within the meaning of section 71 of the Criminal Justice Act 1993; |  |  |
| (vii) destroying, defacing or concealing of documents or procuring the execution of a valuable security within the meaning of section 20 of the Theft Act 1968 or section 19 of the Theft Act (Northern Ireland) 1969; |  |  |
| (viii) fraud within the meaning of section 2, 3 or 4 of the Fraud Act 2006; or |  |  |
| (ix) the possession of articles for use in frauds within the meaning of section 6 of the Fraud Act 2006, or the making, adapting, supplying or offering to supply articles for use in frauds within the meaning of section 7 of that Act; |  |  |
| 1. any offence listed—
 |  |  |
| (i) in section 41 of the Counter Terrorism Act 2008; or |  |  |
| (ii) in Schedule 2 to that Act where the court has determined that there is a terrorist connection; |  |  |
| 1. any offence under sections 44 to 46 of the Serious Crime Act 2007 which relates to an offence covered by subparagraph (f);
 |  |  |
| 1. money laundering within the meaning of sections 340(11) and 415 of the Proceeds of Crime Act 2002;
 |  |  |
| 1. an offence in connection with the proceeds of criminal conduct within the meaning of section 93A, 93B or 93C of the Criminal Justice Act 1988 or article 45, 46 or 47 of the Proceeds of Crime (Northern Ireland) Order 1996;
 |  |  |
| 1. an offence under section 4 of the Asylum and Immigration (Treatment of Claimants etc.) Act 2004;
 |  |  |
| 1. an offence under section 59A of the Sexual Offences Act 2003;
 |  |  |
| 1. an offence under section 71 of the Coroners and Justice Act 2009
 |  |  |
| 1. an offence in connection with the proceeds of drug trafficking within the meaning of section 49, 50 or 51 of the Drug Trafficking Act 1994; or
 |  |  |
| 1. any other offence within the meaning of Article 57(1) of the Public Contracts Directive—
 |  |  |
| (i) as defined by the law of any jurisdiction outside England and Wales and Northern Ireland; or |  |  |
| (ii) created, after the day on which these Regulations were made, in the law of England and Wales or Northern Ireland. |  |  |
| **Non-payment of taxes****A2.2 Has it been established by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of any part of the United Kingdom or the legal provisions of the country in which your organisation is established (if outside the UK), that your organisation is in breach of obligations related to the payment of tax or social security contributions?**If you have answered Yes to this question, please use a separate Appendix to provide further details. Please also use this Appendix to confirm whether you have paid, or have entered into a binding arrangement with a view to paying, including, where applicable, any accrued interest and/or fines? |  |  |

**A3 DISCRETIONARY REJECTION CRITERIA**

OxLEP may exclude any Bidder who answers ‘Yes’ in any of the following situations set out in paragraphs (a) to (j);

|  |  |
| --- | --- |
| **A3.1 Within the past three years, please indicate if any of the following situations have applied, or currently apply, to your organisation.** | **Please indicate your answer by marking ‘X’ in the relevant box.** |
| **Yes** | **No** |
| 1. your organisation has violated applicable obligations referred to in regulation 56 (2) of the Public Contract Regulations 2015 in the fields of environmental, social and labour law established by EU law, national law, collective agreements or by the international environmental, social and labour law provisions listed in Annex X to the Public Contracts Directive as amended from time to time;
 |  |  |
| 1. your organisation is bankrupt or is the subject of insolvency or winding-up proceedings, where your assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State;
 |  |  |
| 1. your organisation is guilty of grave professional misconduct, which renders its integrity questionable;
 |  |  |
| 1. your organisation has entered into agreements with other economic operators aimed at distorting competition;
 |  |  |
| 1. your organisation has a conflict of interest within the meaning of regulation 24 of the Public Contract Regulations 2015 that cannot be effectively remedied by other, less intrusive, measures;
 |  |  |
| 1. the prior involvement of your organisation in the preparation of the procurement procedure has resulted in a distortion of competition, as referred to in regulation 41, that cannot be remedied by other, less intrusive, measures;
 |  |  |
| 1. your organisation has shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions;
 |  |  |
| 1. your organisation—

(i) has been guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria; or(ii) has withheld such information or is not able to submit supporting documents required under regulation 59 of the Public Contract Regulations 2015; or |  |  |
| (i) your organisation has undertaken to |  |  |
| (aa) unduly influence the decision-making process of OxLEP, or |  |  |
| (bb) obtain confidential information that may confer upon your organisation undue advantages in the procurement procedure; or |  |  |
|  (j) your organisation has negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award. |  |  |

**Conflicts of interest**

In accordance with question A3.1 (e), OxLEP may exclude the Bidder if there is a conflict of interest which cannot be effectively remedied. The concept of a conflict of interest includes any situation where relevant staff members have, directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the procurement procedure.

Where there is any indication that a conflict of interest exists or may arise then it is the responsibility of the Bidder to inform OxLEP, detailing the conflict in a separate Appendix. Provided that it has been carried out in a transparent manner, routine pre-market engagement carried out by OxLEP should not represent a conflict of interest for the Bidder.

**Taking Account of Bidders’ Past Performance**

In accordance with question (g), OxLEP may assess the past performance of a Bidder (through a Certificate of Performance provided by a Customer or other means of evidence). OxLEP may take into account any failure to discharge obligations under the previous principal relevant contracts of the Bidder responding to this RFQ. OxLEP may also assess whether specified minimum standards for reliability for such contracts are met.

In addition, OxLEP may re-assess reliability based on past performance at key stages in the procurement process (e.g. contract award stage). Bidders may also be asked to update the evidence they provide in this section to reflect more recent performance on new or existing contracts (or to confirm that nothing has changed).

**‘Self-cleaning’**

Any Bidder that answers ‘Yes’ to questions A2.1, A2.2 and A3.1 should provide sufficient evidence, in a separate Appendix, that provides a summary of the circumstances and any remedial action that has taken place subsequently and effectively “self-cleans” the situation referred to in that question. The Bidder has to demonstrate it has taken such remedial action, to the satisfaction of OxLEP in each case.

If such evidence is considered by OxLEP (whose decision will be final) as sufficient, the Bidder concerned shall be allowed to continue in the procurement process.

In order for the evidence referred to above to be sufficient, the Bidder shall, as a minimum, prove that it has;

* paid or undertaken to pay compensation in respect of any damage caused by the criminal offence or misconduct;
* clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authorities; and
* taken concrete technical, organisational and personnel measures that are appropriate to prevent further criminal offences or misconduct.

The measures taken by the Bidder shall be evaluated taking into account the gravity and particular circumstances of the criminal offence or misconduct. Where the measures are considered by OxLEP to be insufficient, the Bidder shall be given a statement of the reasons for that decision

**A4** All financial accounts and supporting information should wherever possible be in English and GBP Sterling. Where this is not possible, OxLEP will use an exchange rate for certain parts of its assessment of financial standing. The source of the exchange rate to be used and the rate itself will be notified to the Bidder by OxLEP at the time the assessment is made.

|  |  |
| --- | --- |
|  | **FINANCIAL INFORMATION**  |
|  |  |
| A4.1 | **Please provide one of the following to demonstrate your economic/financial standing;** Please indicate your answer with an ‘X’ in the relevant box. |
| 1. A copy of the audited accounts for the most recent two years
 |  |
| 1. A statement of the turnover, profit & loss account, current liabilities and assets, and cash flow for the most recent year of trading for this organisation
 |  |
| 1. A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position
 |  |
| A4.2 | Where OxLEP has specified a minimum level of economic and financial standing and/or a minimum financial threshold within the evaluation criteria for this RFQ, please self-certify by answering ‘Yes’ or ‘No’ that you meet the requirements set out here. | ▢ Yes▢ No ▢ Not requested for this RFQ |
| A4.3 | **(a) Are you are part of a wider group (e.g. a subsidiary of a holding/parent company)?**If yes, please provide the name below:

|  |  |
| --- | --- |
| Name of the organisation |  |
| Relationship to the Bidder completing the RFQ |  |

If yes, please provide Ultimate / parent company accounts if available. If yes, would the Ultimate / parent company be willing to provide a guarantee if necessary? If no, would you be able to obtain a guarantee elsewhere (e.g. from a bank?) | ▢ Yes▢ No▢ Yes▢ No▢ Yes ▢ No |

**A5** OxLEP’s minimum insurance requirements for any contract(s) awarded for the goods and/or services covered by this RFQ are set out below. Evidence in the form of valid certificates of insurance for at least the sums set out below will be required prior to contract award.

|  |  |  |
| --- | --- | --- |
| A5.1 | Please self-certify whether you already have, or can commit to obtain, prior to the commencement of the contract, the levels of insurance cover indicated below:Employer’s (Compulsory) Liability Insurance £5mPublic Liability Insurance = £5mProfessional Indemnity Insurance = £2m\* It is a legal requirement that all companies hold Employer’s (Compulsory) Liability Insurance of £5 million as a minimum. Please note this requirement is not applicable to Sole Traders. | ▢ Yes▢ No  |

**A6** Please provide details of up to 3 contracts performed during the past 3 years that are relevant to and demonstrate your experience in providing the Service covered by this RFQ. Although the information you provide will not be scored as part of this RFQ process, OxLEP may wish to use it in order to verify your relevant experience and capability. Please note therefore that the customer contact should be prepared to confirm the accuracy of the information provided should OxLEP wish to contact them.

 **For each contract** please provide the following information:

|  |  |
| --- | --- |
| Customer organisation name |  |
| Customer contact name, position in organisation, phone number and email address |  |
| Contract start date Contract completion date Estimated Contract Value |  |
| Brief description of contract (max 150 words  |  |

**SECTION B METHOD STATEMENT**

Please describe how you propose to deliver the Service described in Appendix 1 Specification.

*For the Peer to Peer Networking element, you must:*

* *Outline how you would undertake the requirements of the tender brief.*
* *Provide details on your capability, knowledge and resource capacity to demonstrate how you meet the requirements of the tender brief.*
* *Provide specific details about: your track record in the overall design and delivery of leadership and business growth programmes for the SME audience; what innovative approaches you may use in the design and delivery of this programme; and how you will engage and brief suppliers/associates involved in the delivery of the programme.*
* *Provide an overview of your approach to the overall management of the contract should you be successful, including key personnel, allocation of work, etc.*
* *Provide specific details about your track record of recruiting and selecting participants onto a programme of this nature; and your involvement in this process to ensure a good mix and balance within each cohort.*
* *Demonstrate your knowledge, understanding and experience of the Oxfordshire SME business environment and the challenges/opportunities for business growth.*
* *Describe your organisation’s experience of working collaboratively with programme funders such as OxLEP to deliver a programme of this nature.*
* *Provide details of the team, including facilitator(s), that you will use to deliver the services, including the relevant qualifications and experience of the specific staff who will support the activity, including any specific accreditations held.*
* *If you intend to sub-contract a proportion of the contract, please demonstrate how you have previously maintained healthy supply chains with your sub-contractor(s). Evidence should include, but is not limited to, details of your supplier management systems to ensure performance of the contract and including prompt payment or membership of the UK Prompt Payment Code (or equivalent schemes in other countries).*
* *Provide details of any quality assurance certification that your company holds (e.g. ISO 9001 or equivalent standard). If no accreditation is held, please provide documentary evidence and brief description of your quality assurance capabilities (e.g. your internal quality policy or manual, GDPR, data security and protection policies).*
* *State your approach to the project management you will use to deliver this contract. Please include reporting of progress and approach to delays or obstacles within your answer.*
* *Detail any additional value that you would derive for the participating SMEs and/or Oxfordshire. This should focus on any additional benefits that your proposals will deliver – above and beyond the core outputs and outcomes.*
* *Describe your track record of supporting the development of SME Business Owners through leadership and business growth learning and development approaches and how you will manage the participant learning journey.*
* *Describe your track record of providing small group facilitation, especially at small/medium business owner levels. Describe how you will build a supportive environment then engenders trust within members of a group.*

*For the Provision of One-to-One Support, you must:*

* *Provide specific details about your track record of providing one-to-one coaching, mentoring or advice, especially at small/medium business owner levels.*
* *Provide specific details about the types of one-to-one methods and approaches that you use, including your approach to the development of embedded practices.*
* *Describe how you measure the impact of the one-to-one support you provide.*
* *Describe how you will ensure participants receive high-quality one-to-one support experiences that reflect and draw from current best practice, whilst also accommodating their differing developmental needs, styles and levels of expertise. Describe how you will support their immediate needs whilst helping them to develop independently over the longer term?*

Word limit: 10,000 (diagrams may be used to support your response and will not be included in the word count)

METHOD STATEMENT

**SECTION C PRICING SCHEDULE**

METHOD STATEMENT (continued)

Please provide a detailed budget for all costs involved in your proposal for the delivery of the project.

* The budget should give an indication of the cost incurred for the delivery of each individual aspect
* Please state your proposed stages of payment in delivery of the project

\*Prices quoted should be **exclusive of** **VAT** in GBP Sterling.

Peer to Peer Networking services:

|  |  |  |
| --- | --- | --- |
| **Item** | **Cost per day (£)** | **Description / Assumptions** |
|  | **£** |  |
| **Total** | **£** | Please specify how many days per week have been used to calculate the budget. |

You should identify all potential cost components anticipated in your delivery of the Service described in Appendix 1 Specification within the consultancy rate. No additional costs for travel or expenses will be considered by OxLEP unless these are clearly stated in your Pricing Schedule response.

NB: This contract is outside of the scope of IR35 Legislation

**SECTION D FORM OF QUOTATION**

Contract for Peer to Peer Networking

To Oxfordshire Local Enterprise Partnership

I/we the undersigned DO HEREBY OFFER to provide the Service upon and subject to the terms and conditions set out in such Contract Conditions, Specification, and the pricing and rates contained in the Pricing Schedule and other documents as are contained or incorporated herein. This offer remains valid and open for acceptance for three months.

The amount of my/our Bid has not been calculated by agreement or arrangement with any person other than OxLEP and that the amount of my/our Bid has not been communicated to any person until after the closing date for the submission of Bids and in any event not without the consent of OxLEP.

I/we have not and will not enter into any agreement or arrangement with any person that they shall refrain from bidding, that they shall withdraw or vary the amount of any Bid once offered or otherwise collude with any person with the intent of preventing or restricting full competition.

I/we have not canvassed and will not, before the evaluation process, canvass or solicit any member or officer, employee or agent of OxLEP in connection with the award of the Contract and that no person employed by me/us has done or will do any such act.

Signature ...............................................................

## Duly authorised for and on behalf of the Bidder

(Electronic/typed signatures are acceptable)

Position held ...............................................................

Name and Address ...............................................................

of Bidder

...............................................................

...............................................................

Dated ...............................................................

It must be clearly shown whether the Bidder is a Limited Company, Corporation, Partnership, or Single Individual, trading in his own or another name, and also if the person signing is not the actual Bidder, the capacity in which s/he signs or is employed.

**SECTION E BIDDER CHECKLIST**

Bidders should ensure that they have completed the following sections before returning their RFQ responses:

|  |  |
| --- | --- |
| **SECTION HEADING** | **COMPLETED?** |
| **Section A Commercial Questions** | 🞏 |
| **Section B Method Statement** | 🞏 |
| **Section C Pricing Schedule** | 🞏 |
| **Section D Form of Quotation** | 🞏 |

It is important that all sections are completed as failure to do so may result in your RFQ response not being considered.

All correspondence relating to this request for proposals should be directed to:

Tracy James and Helen Brind in writing by email to tracy.james@oxfordshirelep.com and helen.brind@oxfordshirelep.com. Any questions raised by bidders will be published on the OxLEP website so all potential respondents can view them.

1. ONS International Comparisons of Productivity, Final Estimates 2016; pre-crisis taken to be ‘2007’ Note: recent OECD analysis suggests the productivity gap with the UK and other G7 members may be moderately overstated, but still large relative to France, Germany and the USA. [↑](#footnote-ref-1)
2. 9 International Experience in Leveraging Business Development Services for SME Productivity Growth: Implications for UK Policy – Summary of an Expert Workshop and Background Papers. OECD. September 2018 www.oecd.org/cfe/leed/UK-BDS-Synthesis-Report-Final.pdf [↑](#footnote-ref-2)
3. 43 Van Cauwenberge et al (2013), An evaluation of public spending: the effectiveness of a government-supported networking program in Flanders. [↑](#footnote-ref-3)
4. Schoonjans et al (2013), Knowledge networking and growth in service firms [↑](#footnote-ref-4)
5. See EU definition of SME: <http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/> [↑](#footnote-ref-5)