



Invitation to tender for delivery supplier of NESTA Creative Business Mentor Project

1. Tender process

1.1 How to apply

Please read this brief and the accompanying guidance notes before applying. If you have a specific question not answered in the brief or the guidance notes, please email **Angela Pugh** on Angela.pugh@nesta.org.uk or call 020 7438 2647.

Please email your proposal to angela.pugh@nesta.org.uk by the deadline, **5pm on Friday 31st of October 2008**. Applications received after this deadline will not be considered.

1.2 Next steps

You may be invited to an interview, at which you will be required to make a short presentation to the selection panel. Interviews will be held at NESTA in the **first week of November 2008**.

1.3 Tender questions

In instances where one tenderer raises issues or requests information from NESTA that may cause them to have a material advantage over other tenderers NESTA shall be the final judge as to whether that information should be made available to all tenderers, taking into account the overriding need to ensure fairness.

2. Background to brief

2.1 About NESTA

NESTA is the National Endowment for Science, Technology and the Arts. Our aim is to transform the UK's capacity for innovation. We invest in early stage companies, inform innovation policy and encourage a culture that helps innovation to flourish. NESTA's mission is to transform the UK's capacity for innovation. It aims to do this by:

- Establishing well-evidenced models of how innovation happens in the UK
- Establishing NESTA as a renowned centre of expertise in innovation
- Having NESTA's models adopted by others.

2.2 NESTA's Innovation Programmes

NESTA's Innovation Programmes develop pioneering but practical projects designed to demonstrate how to stimulate and support the UK's capacity for innovation. Our approach is to develop a hypothesis, run tests to develop insights and evidence, and then market these insights and evidence, with a view to adoption.

2.3 NESTA Creative Economy Innovation Programme

NESTA's Creative Economy Innovation Programme makes interventions to build the innovative capacity of creative businesses in the UK. It does this by:

- Offering support to help launch and develop successful new creative businesses
- Developing sector-specific programmes designed to help existing creative SMEs to grow by exploiting new technologies and business models
- Encouraging demand for and take-up of creativity in other sectors of the economy in order to prove the case that creative activities result in innovation.

2.4 Creative Business Mentor Pilot

2.4.1 Project Summary

NESTA's Creative Economy team will develop a transferable model for a Creative Business Mentor Network. The pilot will match high level mentors/coaches with creative SMEs that have the potential for growth. Successful programmes will be developed and then transferred to trade sector organisations and others.

NESTA will initially create a Creative Business Mentor Network that will recruit **20 high-value individuals** with a successful track record in the creative sector as a first cohort. They will be high level CEOs, Directors, Non-Executive Directors etc. Mentors will provide first hand advice/support because 'they have been there and done it already'.

The Network will be accompanied by a pilot which will select **20 high growth potential creative SMEs**, from the Digital Content sector (other sectors maybe added). These businesses will be matched with mentors from the same sector. The SMEs will be established companies with up to £1 million turnover.

The term of the initial pilot is **12 months**. The project will monitor the interaction between the mentors and the companies over that period. The process will be iterative and encourage the participants to support NESTA in developing the structure and system with which the project will be delivered and monitored by. Part of the role of the mentors will be to help shape the strategic direction of the companies, provide access to new contacts, sector specific insights and understanding, and have a measurable impact on the businesses' growth.

The project will introduce the possibility of supporting the mentoring capacity of the business mentors. This will be introduced and then lead by the mentors' own interests and goals.

2.4.2 Aims, Objectives and Outcomes

Deliverables:

- Creation of a Creative Business Mentoring Network – with NESTA-recognised Business Mentors
- A sector-specific creative business mentoring pilot that match creative businesses together with same sector high level coaches/mentors

- A support programme model for the mentors
- A support package for creative SMEs
- A set of NESTA-branded Gold Standards for mentoring

Learning Objectives for NESTA:

- Contribution to the body of evidence on how best to stimulate the growth of high potential creative businesses
- How best to provide support to mentors as they engage with creative businesses
- Development of an effective and transferable model of how to match businesses with appropriate mentors
- Formulation of a NESTA Gold Standard for mentoring
- An effective means of scaling innovation support by engaging and influencing sector trade associations, economic agencies, RDAs, private organisations.

2.4.3 Milestones

The Programme is due to run for 12 months from the recruitment of the mentors and the companies.

3 rd Oct 2008	Call for Delivery and Evaluation Suppliers
14 th Oct 2008	Exploratory Pilot Design Workshop
31 st October 2008	Deadline for applications
Beginning Nov 2008	Delivery and Evaluation Suppliers selected
Mid Nov 2008	Launch of Pilot / Call for mentors and Companies
Beginning Dec 2008	Mentors selected
Beginning Dec 2008	Programme Begins – workshop - number 1
Beginning Jan 2009	Companies selected
Beginning Jan 2009	workshop - number 2
March 2009	Quarterly review – advisory group meeting
June 2009	Workshop – number 3
June 2009	Mid review – advisory group meeting
Aug/Sept 2009	Quarterly review – advisory group meeting
Oct/Nov 2009	Year review – advisory group meeting
Sept 2009	Workshop – number 4
Nov/Dec 2009	Final review
Nov/Dec 2009	Launch of NESTA standard

2.4.4 Partners & Stakeholders

NESTA is seeking a delivery supplier to act as a strategic advisor to the project and an evaluation supplier to monitor and report on the progress of the pilot.

In addition NESTA will work with the relevant trade associations to ensure that the pilot is appropriate for the target sector.

A steering group/advisory panel will be created including representatives from the different stakeholders and supplier organisations. This will be chaired by NESTA and meet quarterly.

3. Delivery

NESTA wishes to procure the services of a delivery supplier to act as a strategic support for the Creative Business Mentor Pilot. A proposal for support and intervention using business mentors has been developed by NESTA. Assistance is now required to finalise the programme, secure delivery relationships and to support NESTA in the management of the Creative Business Mentor pilot.

NESTA is running the pilot project in order to develop a successful method for business mentoring. The pilot project will act as the test bed for the method. An initial pre-project workshop will help to shape the structure of the pilot. Following this workshop NESTA will appoint delivery and evaluation suppliers and call for applications from mentors/companies.

Once the mentors/companies have been selected the programme will begin with a series of introduction workshops. Following on from the outcomes of the pre-project workshop, participants in the programme will be invited to help shape what they want to get out of the programme and work out what kind of structure should be put into place.

Part of the initial workshops will be a mentor led workshop to determine what if any additional support is necessary to develop the capacity of the mentors. In addition a workshop will be organised to determine if the companies will require a support programme to complement the mentoring.

The pilot will continue for approx 12 months. There will be quarterly steering/advisor group meetings to track the progress and ensure that the pilot is meeting its aims and objectives.

Part of the dissemination and exit strategy for the project will include additional sectors and the relevant trade organisations. In addition other national business support organisations may be approached to road test the NESTA standard for mentoring.

4. Role of the delivery supplier

- The delivery supplier will act as strategic advisor to NESTA drawing on their extensive experience in mentoring and with the creative industries and understanding of current policies for business support, such as the BSSP and any other initiatives which may affect the development of the NESTA business mentoring project. Particular experience with digital media is a benefit but not a requirement.
- The delivery supplier will assist in the recruitment and marketing for the mentors and the companies.
- The delivery supplier will be asked to support the pilot by sharing their experience and knowledge of what has worked in previous programmes.
- The delivery supplier will support NESTA in creating a system/methodology for monitoring and reporting on the activities of the mentors/companies.

- The delivery supplier will work with the evaluation supplier to ensure that modifications are documented and explained in order to capture the learning.
- The delivery supplier will work with NESTA to facilitate the mentor led support package. Depending upon the nature of the support package an additional facilitation organisation may be brought into develop the support package.
- The delivery supplier will work with NESTA to facilitate the company led support programme.
- The delivery supplier will participate in all of the pilot meetings/workshops.
- The delivery supplier will continue to work with NESTA through out the 12 month period and support as necessary the relationships between the mentors and the companies.
- The delivery partner will support NESTA is brokering relationships with relevant organisations that may be interested in road testing the pilot model and the NESTA standard for mentoring.

5. Delivery budget

The budget for the delivery supplier up to £40,000 + VAT. Tenderers are asked to provide a detailed budget in line with their proposal.

Invitation to Tender: General Guidance Notes

1. Background

This document provides guidance on how to submit your proposal to NESTA. We advise that you read this document together with the delivery brief (above) before submitting a proposal.

Please submit your proposal to NESTA in accordance with all of these instructions, stipulations, requirements, terms and conditions set out within the enclosed documentation.

NESTA reserve the right to disqualify Tenderers who fail to comply with these requirements, in particular those proposals that are received after the closing time and date detailed below.

If you are interested in submitting a proposal it is advised that you notify Angela Pugh as soon as possible before the deadline to express your interest (angela.pugh@nesta.org.uk Tel. 020 7438 2647.)

2. Decision making process

This tender process is a competitive process and decisions will be made on the basis of the stated criteria. NESTA reserve the right to seek outside expertise in order to judge the quality of the proposals.

3. Submitting a proposal

Tenderers must provide names and contact details for two reference projects that NESTA can contact regarding the Tenderer's capacity, capability and record performance. Nominated reference projects should ideally be for projects of a similar value and complexity.

Tender sums are to be inclusive of expenses, but exclusive of Value Added Tax. Tenderers are assumed to have considerable experience in these services and are expected to be able to assess the requirements in order to provide an accurate fee proposal.

If the Tenderer considers that it needs to make any assumptions in preparing its fee proposals these should be explicitly set out in its submission.

The appointee may not assign or subcontract any of the work required under this ITT without NESTA express permission.

3.1 Your proposal

Your proposal should include details of the following:

- An introduction to and credentials of your work/organisation, including examples of relevant projects you/your organisation have conducted
- A one-page summary of your proposal with two pages of supporting argument. This should include a description of the work you would propose, a workplan and timeline for product delivery;

- CVs of the people who will be conducting the pilot delivery (to be included in an appendix)
- A fee structure and level indicating the basis of calculation, the frequency and nature of billing (please provide a detailed breakdown of costs per individual involved and for each stage of the project).
- NESTA will pay for overheads, but as this is a competitive tender NESTA will look favourably on tenders where these costs are low compared to the number of days allocated to the project.
- Confirmation that you have no conflicts of interest with any of NESTA's senior management team, Committee members or Trustees (details at www.nesta.org.uk)
- An outline of your engagement terms and conditions (if relevant, to be included in an appendix)
- Names and contact details of two client referees able to comment on your work on comparable projects.

3.2 Proposals should not exceed 10 pages (excluding appendices). Submissions should be double sided, single-spaced, in 12-point font and on A4 paper.

3.3 Your entire proposal including all supporting documentation should be e-mailed to us no later than **5pm on Friday the 31st of October 2008**. You will receive a confirmation of receipt of the proposal; if you have not received this within 72 hours of submission, please contact Angela Pugh on 020 74382647 to confirm receipt.

4 Selection Criteria

Your proposal will be evaluated against the criteria listed below. Please note that the list is not in priority order, but instead the tenders will be judged on the extent to which they meet each of the criteria.

Track record of tenderer and named team members in creative business support/mentoring growth programmes

- Level of experience in mentoring and facilitating projects
- Level of experience in creative business sectors or innovation
- Experience of team
- Knowledge of mentoring and creative business best practice
- Knowledge of current policy for business support

Quality and robustness of methodology

- Methodology that minimises cost and burden on partners and participants, while maximising learning opportunities and the quality of the evidence gathered

Quality and robustness of project management

- Rigour and clarity of approach to delivering the services on time (i.e. work plan, timeline, interim deliverables, milestones, etc)

- Demonstration of scope to adapt to unforeseen circumstances
- Explanation of contingency plans
- Reassurance of delivery continuity over the course of the project

Innovation in approach and content

- Level of insight into what the project requires
- Relevance and extent of ideas and suggestions

Value for money

- Competitiveness of rates
- Appropriateness of resource levels

Track record of working with technology/finance/technical communities and creative sector clients

- Level of experience and evidence of relevant working practices

5. Timetable

Action Timing

Tender published 3rd October 2008
 Tender deadline 5pm 31st October 2008
 Tender interviews beginning of November 2008
 Supplier appointed early November 2008

6. NESTA's responsibilities

6.1 Where it is found necessary by NESTA to amend the terms of the brief prior to the proposal response date, NESTA will advise each Tenderer in writing of such changes. Each Tenderer shall provide written acknowledgement of any such changes. It is therefore strongly encouraged that you e-mail NESTA prior to the first deadline to express your interest in submitting a proposal so not to miss out on any important information.

6.2 Where an extension of time for the response is requested, NESTA will advise any agreed extension to each Tenderer. Any such request shall not bind NESTA to grant any extension, and extensions will only be granted in exceptional circumstances.

6.3 NESTA shall not be responsible for, nor will it pay, any expenses or losses which may be incurred by any Tenderer in the preparation of the tender, site visits, interviews or negotiations, or anything else associated with the tender.

6.4 Tenderers in receipt of internal NESTA documentation shall at all times treat their contents as confidential, and only disclose such information as may be necessary for the preparation of a compliant response.

6.5 No Tenderer shall before the date and time specified in this tender documentation disclose to any person the value of its tender, except where the disclosure is made in confidence and for the purpose of obtaining insurance premiums or guarantees required as part of any submission to NESTA.

6.6 NESTA reserves the right to limit the number of Tenderers invited to participate in any follow-up activity (for example, interviews), or to dispense with any follow-up altogether. Meetings will take place at the offices of NESTA in London.

7. Compliance

7.1 Submissions shall comply in full with the requirements set out in this document.

8. Special Conditions

8.1 All proposals will be subject to final contract and negotiation; tenders are invited to include any specimen terms and conditions or service contracts with their submissions.

9. Information & contacts

9.1 If you have any questions with regard to the interpretation of, or require any additional information to clarify the interpretation of the request for proposals you may email or call **Angela Pugh** at NESTA on angela.pugh@nesta.org.uk Tel. **020 7438 2647**.

10. Freedom of Information

10.1 Information in relation to this tender may be made available on demand in accordance with the requirements of the Freedom of Information Act 2000 (FOI). Tenderers should state if any of the information supplied by them is confidential or commercially sensitive, or should not be disclosed in response to a request for information under the Act.

Tenderers should state why they consider the information to be confidential or commercially sensitive. This will not guarantee that the information will not be disclosed by NESTA in response to an FOI request, but will ensure that such a request can, wherever possible, be examined in the light of the exemptions provided in the Act.

11. Warnings/Disclaimers

11.1 Nothing contained in the ITT or any other communication made in respect of the ITT between NESTA or its representatives and any party will constitute an agreement, contract or representation between NESTA and any other party.

11.2 Receipt by the tenderer of this ITT does not imply the existence of a contract or commitment by or with NESTA for any purpose.

11.3 NESTA reserves the right to change any aspect of, or cease, the tender process at any time.

11.4 NESTA reserves the right not to accept the lowest price submitted by any tenderer.

11.5 NESTA reserves the right to reject any or all bids received.

11.6 The information contained in the ITT does not purport to contain all the information which a tenderer may require. While NESTA has taken all reasonable steps to ensure, as at the date of the ITT that facts contained in the ITT are true and accurate in all material respects, NESTA does not make any representation or warranty as to the accuracy or completeness or otherwise of the ITT.

11.7 NESTA accepts no liability to tenderers whatsoever and however arising and whether resulting from the use of the ITT, or any omissions from or deficiencies in the ITT.