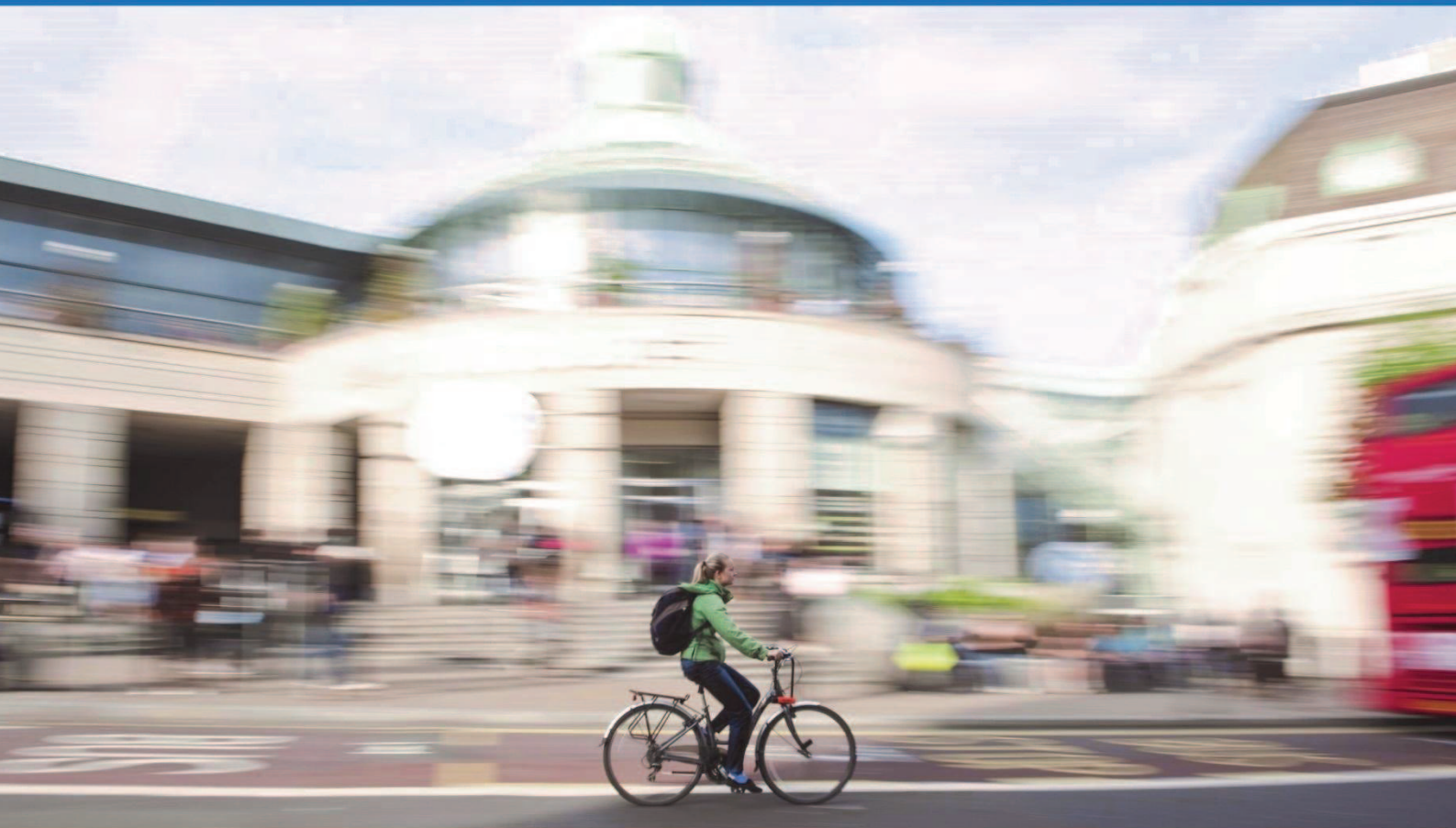


Customer Contact Programme: Invitation to Submit Outline Solutions



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1. Invitation

This formal Invitation to Submit Outline Solutions (ISOS) is being issued to Bidders and represents the first stage of the Competitive Dialogue Procedure. The purpose of this ISOS is to initiate and develop dialogue with bidders with a view to identifying the MEAT which best meets the Council's requirements.

2. Instructions

2.1. Completing the invitation to outline solutions (ISOS)

In your response you should assume that the Council has no prior knowledge of your proposals. If information is relevant to more than one question you should repeat it, or as a minimum cross reference it.

Do not include general marketing or promotional material from your organisation in addition to or as answers to any of the questions in the ISOS unless specifically requested to do so. If such material is included it will be disregarded.

To ensure the probity of the tender evaluation process, bidders are requested **not to include** in the body of their response any information relating to the financial elements of this tender, included but not limited to details of:

- Service costs
- Savings values
- Savings per cent - including splits with any gain share mechanism

All financial information should be included within financial templates which will be made available in the electronic data room.

Please be aware that the Council may:

- Seek independent financial and market advice to validate information declared or to assist in the evaluation
- Undertake reference site visits to validate the outline solutions submissions

2.2. Instruction on completion and return of ISOS

The ISOS should be completed in accordance with the requirements set out within this ISOS response document and the provisions of the invitation to participate in dialogue (ITPD). The ISOS is made available on condition that it is used in connection with the solution and for no other purposes. Failure to follow the submission requirements may result in the rejection or disqualification of ISOS submissions. You should refer to the check list section to ensure that you have returned all the submission documents.

Please return your submission by no later than: 12 noon on 20th December 2013. Clarification questions should be received no later than 17:00 on 13th December 2013.

ISOS submissions must be returned through London Tenders Portal.

2.3. Content of Solutions

- Solutions must be provided in a typed A4 format, with font size to be 12 point and the font type to be Arial.
- Please do not refer the Council to company literature, brochures or any marketing or promotional material as answers to any of the questions. Such responses will be deemed inadequate and disregarded.
- Where it is necessary to refer to another section of the same Solution, Bidders shall include a logical and thorough cross referencing system based on page and question numbers.
- The Outline Solution shall be as concise as possible, whilst providing sufficient information to enable the Council to evaluate the Outline Solution in accordance with this ISOS.
- All answers are to be in English. Documents which are not in the English language must be accompanied by an English translation and a certificate by a bona fide independent translator attesting the authenticity of the translation.
- All prices must be provided in pounds sterling (£) and net of VAT.

2.4. Dialogue Meetings

The Council will provide further details of the dialogue meetings in documentation to be issued at each stage of the Competitive Dialogue Procedure.

The Council reserves the right to extend any time period and reduce or increase the amount of dialogue meetings if considered necessary during the Competitive Dialogue Procedure.

The Council will endeavour, as far as possible, to agree agenda items and confirm attendees before each dialogue meeting. In order for the discussions to be productive, it is assumed that each Bidder will be empowered to make decisions at the relevant dialogue meeting.

Points of clarification provided by the Council during the meetings will be shared with all Bidders unless a Bidder demonstrates to the Council's reasonable satisfaction that the information should be treated as confidential.

Whilst Bidders will be invited to discuss their Solution, nothing said or intimated by the Council at these meetings will constitute an approval of their proposals or an acceptance of their adequacy in meeting the project requirements. These meetings will be treated as confidential between the Council and each Bidder.

2.5. Debriefing Process

Bidders who are de-selected at any stage of the Competitive Dialogue Procedure will be entitled to receive full written feedback on their evaluated Solution following confirmation from the Council that de-selection has occurred.

2.6. Withdrawing from the Competitive Dialogue Procedure

Bidders may decline to take part in the Competitive Dialogue Procedure provided they alert the Council promptly in writing, giving reasons, and return to the Council all paper copies of any documentation they have accessed from the London Tenders Portal and confirm in writing to the Council that they have destroyed or deleted any electronically stored information they have downloaded and/or copied or otherwise utilised from the London Tenders Portal.

2.7. Evaluation

The underlying principle of the Evaluation Methodology is to select the MEAT (Most Economically Advantageous Tender) that meets the Council's requirements for the project. The Evaluation Methodology is designed to provide a structured and auditable approach to evaluating the Solutions submitted by Bidders.

The Evaluation Methodology set out in this section will be used to evaluate the Solutions at the ISOS stage. In addition to this, further detailed guidance will be provided to Bidders at the start of each stage of the Competitive Dialogue Procedure in the invitation and tender documentation.

At each stage during Competitive Dialogue, the Solutions will initially be reviewed to ensure that:-

- the Solution has been submitted on time and meets the Council's submission requirements/instructions which have been notified to Bidders;
- the submission is sufficiently complete to enable the Solution to be evaluated in accordance with the Evaluation Methodology (the Council, may at its discretion, request additional information in relation to a Solution where this requirement has not been substantially met); and
- the Bidder has not contravened any of the terms and conditions of the Competitive Dialogue Procedure.

The Council reserves the right to clarify any aspect of a Solution in order to determine if a Solution meets the requirements of the Council.

The Council reserves the right to insert additional requirements to be met in relation to the initial assessment in the later stages of the Competitive Dialogue Procedure. Further details will be provided to Bidders in the documentation issued at the start of each subsequent stage.

Submissions will be evaluated following the process and against the criteria detailed within the ITPD. It should be noted that while evaluation criteria will remain constant

throughout the process sub-criteria may be developed and refined at ISDS stage in order to obtain bid responses in respect of additional services or in response to submissions on added value.

3. Notices

3.1. Information provided during pre-qualification

Bidders should review the information submitted in pre-qualification questionnaires (PQQ) and confirm that there have been no significant changes. In the meantime, if details have changed bidders should indicate which areas are affected and provide details of the changes.

Selection information will not be re-evaluated unless there have been significant changes that impact on the basis of the selection stage outcome. This re-evaluation would not form part of the contract award evaluation process but relates to the requirement at selection for the bidders continued ability to comply with the qualification criteria to participate in the procurement process.

3.2. Accuracy of the ISOS and the Associated Documents and Liability of the Council and their Advisers

This ISOS and the Associated Documents have been prepared by the Council in good faith but do not purport to be comprehensive or to have been independently verified. Bidders should not rely on the detailed information contained in this ISOS and the Associated Documents and should carry out their own due diligence checks and verify the accuracy of the detailed information contained in this ISOS and the Associated Documents. Nothing in this ISOS and the Associated Documents is, or should be construed as, a promise or representation as to the future.

Bidders considering entering into a contractual relationship with the Council should make their own enquiries and investigations of the Council's requirements beforehand. The subject matter of this ISOS and the Associated Documents shall only have contractual effect when it is contained in the express terms of the executed Contract.

None of the Council, the Council's members, directors, officers, employees, agents or advisers make any representation or warranty as to, or (save in the case of fraudulent misrepresentation) accept any liability or responsibility in relation to, the adequacy, accuracy, reasonableness or completeness of this ISOS and the Associated Documents or any part of it (including but not limited to loss or damage arising as a result of reliance by the Bidders on the ISOS and the Associated Documents or any part of them).

No offer or Final Tender is deemed accepted until the Contract has been duly signed on behalf of the Council, the Contractor and all other relevant parties and declared unconditional. No dialogue or communication with the Council whether prior to,

during or subsequent to the Competitive Dialogue Procedure (including any notification of Preferred Bidder status) imply acceptance of any offer or constitute an indication that the Bidder will be awarded the Contract. Only the express terms of the Contract which is finally agreed and signed for and on behalf of the relevant parties and which is duly declared unconditional shall have any contractual effect.

3.3. Signature of Documents

Any documents requiring signature shall be uploaded to the London Tenders Portal with the Solution and signed by the Bidder as follows:-

- where the Bidder is bidding as a consortium, by each Consortium Member;
- where the Bidder is a prime contractor supported by Significant Subcontractors, by the prime contractors and each Significant Subcontractor;
- where the Bidder is a single organisation (or a single organisation supported by subcontractors that are not Significant Subcontractors) by that single organisation;
- where the Bidder is an unincorporated association, by the person duly authorised for that purpose to sign on its behalf, stating their position;
- where the Bidder is a partnership, by two duly authorised partners; and
- where the Bidder is a company, by two directors or by a director and the secretary of the company, such persons being duly authorised for that purpose; and
- by the intended shareholders of the special purpose vehicle (where appropriate).

3.4. Communication by the Bidders

The Council is, pursuant to Regulation 44(1) and in accordance with Regulations 44(4) and 44(5) of the Public Contracts Regulations 2006, conducting its communication with Bidders by electronic means using the London Tenders Portal.

Bidders' questions and requests for clarification or further information may only be made, and will only be considered, if made prior to 13th December 2013. The Council shall not be obliged to answer any such question or request (and the Council does not accept any liability or responsibility for failure to provide any response).

The Council will respond to Bidders' requests for clarification within three (3) working days of receipt. The response may be an answer to the clarification or an update as to when an answer to the clarification can be given.

The Council also reserves the right to disseminate information that is materially relevant to all Bidders, even if the information has only been requested by one Bidder, subject to the duty to protect any Bidder's commercial confidence in its Solution. Should Bidders wish to avoid such disclosure (for example, on the basis that the request contains, or the likely response will contain, commercially

confidential information or may give another Bidder a commercial advantage) the request must be clearly marked by the Bidder "In confidence - not to be circulated to other Bidders" and the Bidder must set out the reason or reasons for the request for non-disclosure to other Bidders.

If the Council considers that, in the interests of open and fair competition, it is unable to respond to the question or request for clarification or further information on a confidential basis, it will inform the Bidder who has submitted it. The Bidder must as soon as practicable thereafter respond in writing requesting that either the query be withdrawn or treated as not confidential. The Council will deem that the question or request for clarification or further information has been withdrawn if the Council is not contacted in writing within seven (7) days following informing the Bidder as referred to above.

It is imperative that Bidders are clear in every request for information/question submitted to the Council the extent to which that request/question is commercially sensitive and/or confidential. Any statement requesting that the response to the request/question is to be kept confidential should be well constructed, thought out and meaningful and not simply a broad statement that covers matters clearly in the public domain or which is not commercially sensitive.

In any question or request, Bidders are required to clearly identify exactly what they are referring to and the impact of not having all the information required.

The Council will only respond formally to Bidders' questions and requests for clarification via the London Tenders Portal. Bidders shall not therefore request nor rely on information or responses given orally, by email or by telephone.

Any communications orally, by email or by telephone must be strictly limited to urgent routine enquiries (such as double checking date and times of meetings). If any Bidders attempt to raise other matters in this way, they will be referred to the requirements of ISOS. If the need arises for communications orally, by email or by telephone, these are to be directed to Ben Cook, 07808 776954, ben.cook@merton.gov.uk who will refer as necessary to other members of the Project Team.

Bidders must not directly contact any employee, officer, adviser or member of the Council in connection with any aspect of this project.

ISOS Response Requirements

Please note word count limits do not include illustrations or diagrams which may also be included in answers.

Answers to the questions below must be returned through the London Tenders Portal.

ISOS Questions	Word Count
Please outline your approach to the implementation of your solution, including project/programme management, risk management, change control and timescales for delivery?	2000
Please outline your approach to delivering the requirements set out in section 1 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section: -Confidentiality and Data Security -Customer Access Channels -Approach to existing components	2000
Please outline your approach to delivering the requirements set out in section 2 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section: -Registration, verification and -Customer portal -Customer account -Content Management System (CMS) -Electronic Forms (eForms) -eMail	2000
Please outline your approach to delivering the requirements set out in section 3 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section: -Customer Relationship Management (CRM) -Unique Transaction Reference Number Generator -Customer Reporting -Customer Performance Management -Master Data - customers -Master Data - addresses	2000
Please outline your approach to delivering the requirements set out in section 4 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section:	2000

<ul style="list-style-type: none"> -Mapping/geographic information system (GIS) -e-bookings -e-payments -Telephony -Interactive Voice Response (IVR) -Simple Text Messaging 	
<p>Please outline your approach to delivering the requirements set out in section 5 of the outline requirements?</p> <p>Within your response please ensure you address all the requirements detailed in this section:</p> <ul style="list-style-type: none"> -Integration with Line of Business including Middleware and extract transform and load (ETL) services -Data Warehouse 	2000
<p>Please outline your approach to delivering the requirements set out in section 6 of the outline requirements?</p> <p>Within your response please ensure you address all the requirements detailed in this section:</p> <ul style="list-style-type: none"> -Electronic Document and Record Management System (EDRMS) -Scanning -Business Process Management (BPM) and Enterprise Workflow 	2000
<p>Please outline your approach to delivering the requirements set out in section 7 of the outline requirements?</p>	2000
<p>Please outline your approach to system management including your approach to on-going delivery of your solution, service, product development and upgrades?</p>	2000
<p>Please outline your approach in respect of management and governance?</p> <p>Please provide a consolidated list of assumptions (whether financial or otherwise) in regards to your outline solution?</p>	2000
<p>Please confirm your solution can be delivered within the affordability envelope of £2 million</p>	n/a

Appendix 1 - Glossary of Terms

Associated Documents	All associated tender documentation, guidance, clarifications, project documentation issued by the Council and any further information received via communication with the Council and/or all information available on the London Tenders Portal during the Competitive Dialogue Procedure.
Bidder(s)	An organisation that was selected at the PQQ stage and invited to participate in the Competitive Dialogue Procedure.
Bidder's Team	<p>The team bidding for the Project, including but not limited to, where the Bidder is:-</p> <ul style="list-style-type: none">• a sole organisation (or a sole organisation supported by subcontractors that are not Significant Subcontractors), that sole organisation;• a consortium, each Consortium Member;• a prime contractor, the prime contractor and each Significant Subcontractor;• a partnership, each member of the partnership;• an incorporated company, the incorporated company;• a co-operative, the co-operative;• a joint venture, each member of the joint venture;
CFT	Call for Final Tender to be issued by the Council to the Bidders in accordance with the Competitive Dialogue Procedure.
Competitive Dialogue Procedure	The procurement process followed under Regulation 18 of the Public Contracts Regulations 2006 (as amended).
Contract	The contract to be entered into by the Council for the provision of Goods and Services.
Contract Close	The anticipated date for Contract award.
Contractor	The successful Bidder awarded the Contract pursuant to this project.
Consortium Member	A participant temporarily joined together contractually with other members to form a consortium for the performance of this task.
Data Room	Electronic information store within the London Tenders

Portal.

- Dialogue** The dialogue phase of the Competitive Dialogue Procedure from distribution of the ITPD documentation until the Council closes the dialogue on or before submission of the Final Tenders.
- Evaluation Methodology** The methodology to be followed by the Council when evaluating Solutions as more particularly described in the tender documents distributed at each stage of the Competitive Dialogue Procedure.
- Executive Summary** The executive summary to be submitted by Bidders when submitting their Solution.
- Final Tender** Final formal bid submission following close of Dialogue.
- ISDS** Invitation to Submit Detailed Solutions.
- ISOS** Invitation to Submit Outline Solutions.
- ITPD** Invitation to Participate in Dialogue.
- Lead Bidder** A Bidder who leads the Tender, meets the technical requirement and so designated by other Member(s) in Bidding Consortium.
- MEAT** Most Economically Advantageous Tender.
- Preferred Bidder** The Bidders whose Solution is selected following the evaluation of the Final Tenders
- PQQ** Pre-Qualification Questionnaire submitted by the Bidders.
- Significant Subcontractor** The proposed subcontractors which will contribute significantly (in terms of value or the provision of the services (in whole or in part)) as defined in the PQQ.
- Solution/Solutions** The solution/solutions submitted by Bidders throughout the Competitive Dialogue in response to the ISDS.
- TUPE** Transfer of Undertakings (Protection of Employment) Regulations 2006.
- TUPE List** The list of employees anticipated to transfer to the successful Bidder under TUPE pursuant to the provisions of the services.