

**LOCAL PENSIONS PARTNERSHIP INVESTMENTS LTD
(LPPI)**

INVITATION TO TENDER (ITT)

for the provision of a

CLIENT RELATIONSHIP MANAGEMENT SYSTEM (CRM)

Procurement Type: OPEN STANDALONE TENDER

Submission Deadline: 07/11/2019

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1. Background & Scope

This section of the ITT is by way of summary only. Bidders are referred to Section 8 of this ITT for detailed information about LPPI, its business operations and its service requirements which have driven this ITT.

1.1 Background

LPPI recognizes its requirement for a CRM capability to simplify management and improve the interactions, reporting and Management Information ("MI") for 3rd party relationships that support its business operations.

The key problem areas it has identified include:

- There is no single view of 3rd party relationships and/or interactions;
- There is no clear, evidence-based view of the overall status of any 3rd party relationship;
- There are no consistent agreed business processes for managing 3rd party relationships to ensure regulatory and contractual compliance;
- There is no reliable MI on relationship management tool.

The opportunity presented by this ITT is to procure a technology-based solution to address the issues identified above and which, crucially, delivers benefits in the form of improved controls, risk mitigation, customer understanding, and effective processes.

1.2 Scope

The following are within the scope of the proposed solution:

- All existing arrangements with third parties supporting LPPI's business operations relating to assets on balance sheet, pooled assets and both internal manager and external managed portfolios including (but not limited to):
 - Investment Management Bidders (and potential Bidders) (Investment Managers, Managers of specific assets, Fund managers, Brokers, Technology and other service providers);
 - LPPI existing clients who receive asset management and risk advisory services;
 - LPPI prospective clients who may receive direct asset management and/or risk advisory services or who may pool their funds into any one or various of LPPI's investment funds;
 - Employer Risk clients and their respective employers;
 - Employer risk prospective clients;
 - Bidder arrangements such as legal and corporate governance support that relate specifically to either LPPI's Asset/Investment Management, Risk Advisory or Employer Risk services, noting that such arrangements are managed internally by LPP.
- Workflow and reporting functionality;
- User support systems.

The following are out of scope of the proposed solution and do not, for the avoidance of doubt, form part of this ITT:

- a centralised document management system. Whilst it is expected that a set of requirements relating to this may emerge as a natural consequence of evaluating the Bids (and may be retained by LPPI for future consideration separately), to the extent that these do not relate to CRM, they will not be captured within the scope of Services to be delivered. Delivery of a single system will, therefore be out of scope;
- Any other value add functionality that may be inherent in some potential solutions Bidder.

2. Tender Process

2.1 Governance

The Bidder agrees to the following points in relation to this ITT:

- LPPI is not obliged to accept any proposal, and this ITT should not be taken as constituting any form of contract or agreement between LPPI and any other party.
- LPPI will not be liable for any costs incurred in any associated preparation, submission, presentation or site visits arising out of providing a proposal in responding to this ITT.
- All information contained in this ITT document is strictly confidential. In addition, LPPI will treat all information not publicly available and received from Bidders as strictly confidential.
- Bidders should form their own conclusions about the methods and resources needed to meet the requirements. LPPI cannot accept any responsibility for the Bidder's interpretation of these requirements.
- Copyright and all rights are reserved by LPPI. No part of this ITT may be reproduced or transmitted in any form or by any means (electronic, mechanical, paper copy, recording or otherwise) without the prior written permission from LPPI.

2.2 Submission of Bids

2.2.1 Requirements for Submissions

The following requirements must be adhered to when submitting Bids:

- the pages of the Bid documents must be numbered sequentially as "Page [x] of [xx]" and include the date and title of the document on each page of the main body;
- any additional pre-existing material which is necessary to support the Bid should be included as schedules with cross-references to this material in the main body of the Bid. Cross-references to this Mini Competition should also be included in the Bid whenever this is relevant;
- where documents are embedded within other documents, Bidders must upload separate copies of the embedded documents;
- the Bid must be uniquely named or referenced;
- where the Bidder is a company, the Bid must be signed by a duly authorised representative of that company. In the case of a partnership, all the partners should sign or, alternatively, one only may sign, in which case he must have and should state that he has authority to sign on behalf of the other partner(s). The names of all the partners should be given in full together with the trading name of the partnership. In the case of a sole trader, s/he should sign and give his/her name in full together with the name under which s/he is trading;
- The Bidder has received, read and understood the Company Mandatory Policies which are appended to Section 12 of this ITT.

2.2.2 Clarifications

The ITT has been structured around a set of outcome based business requirements collected from LPPI stakeholder groups. It is focused on ensuring the selected solution can deliver against both current and future capabilities required by LPPI to scale their business efficiently.

LPPI will respond to any request for clarifications and/or queries relating to this ITT that are received on or before the Q&A Deadline Date (as outlined in Section 2.3 of this ITT). Please contact:

Carl Melton

Tel: 07768 697519

Email: carl.melton@localpensionspartnership.org.uk
CC: legal@localpensionspartnership.org.uk

To ensure fairness and transparency throughout the process, any questions asked/clarifications requested by potential Bidders (redacting any confidential information where required), together with LPPI's corresponding answers, may be published for all potential bidders to view. LPPI reserve the right to withhold information where they deem this appropriate.

2.2.3 Guidelines for Responses

- Please describe how your company / solution supports the functionality outlined by answering all the questions in Section 7 (Quality/Service Questionnaire) of this ITT.
- Any supporting documentation, as requested or as deemed appropriate by you, should also be submitted electronically along with your responses.
- There is no word limit imposed on any of the responses, however please ensure your response is as concise and direct as possible and ensure any attachments/support documents are relevant, targeted to specific points.

2.2.4 Submission Deadline

Any Bid received after the Submission Deadline (as outlined in Section 2.3 of this ITT) shall not be opened or considered. LPPI may, however, in its own absolute discretion extend such deadline and, in such circumstances, LPPI will notify all Bidders of any change.

2.2.5 Bidder Presentations

Following the Initial Evaluation, LPPI will produce a shortlist of Bids which include the highest scoring bid against the Evaluation Criteria and all bids that have scored within a 10% margin of the highest scoring Bid (the "**Shortlisted Bidders**"). Shortlisted Bidders will be invited to a structured presentation around user experience and demonstrable functionality. Presentations will be evaluated in accordance with Section 4 of this ITT.

2.3 Timetable

Description	Activity	Completion Date
ITT Clarifications &	ITT published on 25/10/2019	25/10/2019
	Q&A Deadline	01/11/2019
	Submission Deadline	08/11/2019
Initial Evaluation	Bids reviewed and scored individually & Consensually. Shortlisted Bidders for presentations agreed. Communication to unsuccessful Bidders.	14/11/2019
Vendor Presentations	Issue presentation agenda and timetable to Shortlisted Bidders.	15/11/2019
	Presentation week.	21/11/2019
Final Evaluation	Final ranking & selection of successful Bidder	22/11/2019
Contract Award	Contract awarded	25/11/2019

3. Evaluation & Award Criteria

3.1 Award Criteria

The overall criteria for the Contract Award are as follows:

Evaluation Criteria	Maximum Available Score	Weighting % (contribution towards total)
Selection Questions	Pass/Fail	-
Quality / Services (Meeting the LPPI Requirements and Your Business)	100	40%
Price	100	30%
Delivery Plan	100	20%
Presentation	100	10%

3.2 Evaluation Process

3.2.1 Selection Criteria Questionnaire & Scoring

The Selection Criteria are aimed at assessing whether a Bidder is potentially competent in delivering the services in terms of technical and professional ability, and carries the requisite economic and financial standing. The questionnaire also encompasses the mandatory and discretionary grounds for rejection of a Bid under the Public Contracts Regulations 2015. Accordingly, responses to the Selection Criteria Questionnaire will be assessed by the Compliance and Finance department of LPPI on a simple 'pass' or 'fail' basis. A 'fail' response to any Selection question will automatically disqualify the Bid.

3.2.2 Quality/Service Questionnaire & Scoring

For all Bids that have passed the Selection Criteria, an independent evaluation process takes place whereby each evaluator will separately (i.e. without conferring with other evaluators) scrutinise the answers given in the Bid against the Quality/Service Questionnaire.

Bidders must answer all questions in the Selection and Quality/Service Questionnaires (Sections 6 and 7 of this ITT respectively), clearly demonstrating how they propose to meet the requirements set out in the question and address each element in the order they are detailed. They should refrain from making generalised statements and providing information not relevant to the topic.

Any Bid that does not adequately answer any of the questions identified as 'Must Have' in Section 7 of this ITT will be automatically excluded from the evaluation.

Each evaluator will then allocate a mark for the answer in accordance with the Evaluation Scheme (as set out in Section 4 of the ITT) applicable to that question. Each mark achieved will be multiplied by the corresponding weighting to provide an overall question score.

Once all individual evaluators have scored the Bids, a group consensus marking meeting takes place.

Only Bids that are within no greater than a 10% score differential from the highest scoring Bid following the Initial Evaluation will be shortlisted for the Presentation phase.

4. Evaluation Scheme

4.1 Selection Questionnaire

Please answer every question and provide all the requested information under the Selection Questionnaire. All responses will be either a “pass” or a “fail”. A response will be a ‘fail’ if any of the questions are not answered or where the bidder indicates a ‘Yes’ against any of the questions. A ‘no’ answer to any of the Selection Questions will automatically disqualify the Bid.

4.2 Quality Questionnaire, Delivery Plan & Presentation

All responses to the Quality/Services Questionnaire, Delivery Plan and Presentation will be scored using the following descriptors.

Bidders are required to convey their deliverables and milestone dates using LPPI’s Delivery Plan template provided in Section 10 of the ITT.

Important: If the answer to any ‘Must Have’ requirement receives a score of zero the entire Bid will be rejected.

Mark	Description
0	Fails to provide a response or provides a response of such a poor standard as to provide no confidence that requirements are met.
1	The response is of such a poor standard as to provide little confidence that it meets the requirements. The response shows many or all of the issues listed at mark 2.
2	A response with some clear strengths but giving some concern, because some of the following apply: <ul style="list-style-type: none"> • The question is only answered in part; and/or • The approach described appears to only partially meet the requirement; and/or • The approach described appears not to deliver expected levels of (as appropriate) functionality, performance, environmental performance, outcome, ease of use or other relevant characteristics; and/or • The approach does not reflect accepted good practice; and/or • The response is insufficiently specific; and/or The supporting documents (where requested) are of insufficient quality, depth or relevance.
3	An acceptable response, with some degree of weakness but where the weakness does not cause fundamental concerns and is outweighed by the strengths.
4	A good response where the strengths clearly outweigh any minor weakness(es), and the majority of aspects below apply: <ul style="list-style-type: none"> • All aspects of the question are fully answered; • The approach described fully meets the requirement; • The approach reflects accepted good practice; • The response is tailored to the requirement and, where relevant, to specific circumstances; • The approach offers good levels of (as appropriate) functionality, performance, environmental performance, outcomes, ease of use and other relevant characteristics; and The supporting documents (where requested) are of good quality, relevant and of sufficient depth.
5	An excellent response with all relevant bullet points from a mark of 4 applying.

4.3 Price Scoring

Bidders' are required to price the Bid by responding to the Price Questionnaire template Section 9 of this ITT. In doing so Bidder's are also confirming that prices offered exclusive of VAT and firm for a period of 90 days following the Submission Deadline.

The Bid with the lowest price shall be awarded the Maximum Available Score. The remaining Bidders shall be awarded a percentage of the Maximum Score Available equal to their price, relative to the lowest priced Bid. The calculation used is the following:

$$(\text{Lowest Price} / \text{Bid Price}) \times \text{Maximum Score Available}$$

For example:

Bid	Price Submitted	Score Calculation	Maximum Score Available	Score Awarded
A	£1,000	£1,000 / £1,000 x 100	100	100
B	£2,000	£1,000 / £2,000 x 100	100	50
C	£2,500	£1,000 / £2,500 x 100	100	40

4.4 Shortlist Score

The Price score will be added to the Quality/Service score and the Delivery Plan score to determine the shortlist score for each Bidder ("**Shortlist Score**").

Where multiple Bids receive the same score, each will be invited to present.

4.5 Final Score

The Presentation Score will be added to the Shortlist Score to determine the Final Score for each shortlisted Bidder ("**Final Score**").

Where multiple Bids receive the same Final Score, the winning Bid will be the one with the highest score for the price element.

In the event the winning Bidder declines to accept the Contract Award, it will be made to the next ranked Bid, and so on until it has been accepted.

Acceptance of the Contract Award (subject to satisfying conditions successfully) is formalised through signatures by LPPI and the successful Bidder.

5. Contract Award

5.1 Contract Award

LPPI may award the contract for services on the basis of the most economically advantageous tender (MEAT) submitted in accordance with this ITT.

The Contract Award will be for a total period of 5 years, comprising of an initial term of 3 years, followed by an extension of 2 years at the discretion of LPPI.

Once LPPI has reached a decision in respect of a Contract Award, it will notify all Bidders of that decision.

LPPI will inform all unsuccessful Bidders of the identity and overall score the successful Bid as compared with the addressee's Bid.

A Contract Award is subject to the formal approval process of the LPPI. Until all necessary approvals are obtained, no contractual arrangements will be entered into.

5.2 Contract Terms & Conditions

Bidders must submit proposed draft terms and conditions governing the provision of the Services to meet the Service Requirements/Specification outlined in Section 8 of the ITT.

By submitting a Bid, Bidders are agreeing to be bound by the terms of this ITT, the proposed Bidder Terms and Conditions as set out in Section 11 of the ITT and the Company Mandatory Policies set out in Section 12 of this ITT.

The following documents shall form part of the Contract between LPPI and the Service Provider:

- a) General Terms and Conditions;
- b) Service Requirements/Specification (Services);
- c) Response Quality/Service Questionnaire (Service Levels);
- d) Pricing Model (Fees); and
- e) Delivery Plan.

6. Selection Questionnaire

6.1 Corporate Information

Ref	Information Required		
1.	Official Company Name		
2.	Staff Numbers and Locations		
3.	Has your organisation been involved in any legal actions arising from the provision of this software/service within the last three years? If so, please provide details.		
4.	Company Financials (last 3 years)	Turnover	Profits
	2017		
	2018		
	2019		
5.	Company Structure Parent / sister company relationships, any third-party relationships on which you rely heavily to deliver your software or support services.		
6.	If your company has a parent company, please complete the following:		
	Parent company name		
	Parent Company Financials (last 3 years)	Turnover	Profits
	2017		
	2018		
	2019		

6.2 Existing Client Base

Ref	Information Required
•	How many live clients do you have: <ul style="list-style-type: none"> • In the UK • Globally
•	What is your client retention rate?
•	How many UK implementations do you have in progress?
•	Is there a queuing system for implementations, or are they initiated and resourced from the contract award?
•	Please provide a breakdown on your UK clients by type of business
•	Please provide details of 2 comparable reference clients. We expect that the references you provide are recent, or ongoing implementations i.e. in the past two years and that the installations are of comparable size, complexity and functionality to the solution LPPI requires.

7. QUALITY/SERVICE QUESTIONNAIRE

7.1 General

Ref	Information Required
1.	Please provide an executive summary of your proposed solution highlighting the value & benefits of the solution to LPPI.
2.	Given your understanding of LPPI's requirements and operating environment, what do you believe are the differentiating factors of your solution vs competing solution? Why should LPPI buy your solution over others?
3.	Please provide a target system architecture diagram showing key components of your solution and any recommended third-party tools to support the solution. Please describe how your solution works in a hosted deployment option.
4.	Please outline the roles and responsibilities for each party (you as the vendor and LPPI) during the implementation phase and when live and in production. Specifically, what do you see LPPI being responsible for and what will you be responsible for?
5.	Please provide at least two case studies on the implementation and operation of your solution. Please include implementation and migration steps and timelines; and how your solution is now being used in practice – in terms of capabilities and services deployed – by each client.

7.2 Locations, Staff, Service Models

Ref	Information Required
1.	Please highlight any services you outsource to third parties and who the third parties are.
2.	Office locations from which you operate.
3.	If relevant, office from which the service to LPPI will primarily be provided
4.	Services provided other than from the primary service location
5.	Total Staff Numbers in each location, split by: <ul style="list-style-type: none"> • Implementation Consultants, • Developers • Support Staff • Managed Service Staff • Other Staff
6.	Number of staff with more than 2 years experience in each location, split as above

8. Service Requirements



CRM LPP - ER HLR
v1.pdf

9. Pricing

Please provide details of your pricing as follows:

9.1 Implementation Costs

Please estimate the costs to implement the a solution based on the model provided in Section 9 of this ITT.

Please note that, when assessing your configuration costs, you should assume that, as far as possible, LPP will use native functionality to achieve the desired outcomes.

Please split costs between fixed and variable implementation costs. Where costs are variable, please include the basis, the assumptions made and if appropriate, your rate card.

9.2 Ongoing Costs

Please provide a detailed breakdown of running costs, including, if appropriate, and supporting rate card.

For the purposes of estimating costs, please assume 40 users.

If you have different licensing costs, for different levels of users, please provide for each pricing level:

- The level of access the user has
- The cost per license

Please assume a typical distribution of users within user levels based on your experience and provide details of your assumptions.

10. Delivery Plan

Please provide details of your delivery plan assuming:

Phase 1

Appropriate configuration (including user configuration) to provide an ability to import, capture and view data for LPPI in a way that provides immediate business benefit and meets all of the non-functional requirements described in Section 8 (Service Requirements/Specification) is delivered as early as possible.

Phase 2

Full functionality as described in Section 8 (Service Requirements/Specification) is delivered to LPPI in coherent stages as it is ready, each stage providing genuine business benefit.

Phase 3

Appropriate configuration (including user configuration) to provide an ability to import, capture and view data for LPP Employer Risk in a way that provides immediate business benefit and meets all of the non-functional requirements described in Section 8 (Service Requirements/Specification) is delivered.

Phase 4

- Full functionality as described in Section 8 (Service Requirements/Specification) is delivered to LPP Employer Risk in coherent stages as it is ready, each stage providing genuine business benefit;
- Steady State, at the end of Phase 4 is achieved as soon as possible.

Deliverable	Service Provider / LPPI Obligation	Milestone Date	Dependencies

11. Terms and Conditions

Please provide your Standard Terms and Conditions

12. Company Mandatory Policies



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Mandatory Policies_