

Children's Commissioner Invitation to Tender

Customer Relationship Management (CRM) system

5th August 2015

About the Children's Commissioner

The Children's Commissioner is a national organisation led by Anne Longfield, OBE. The post of Children's Commissioner for England was established by the Children Act 2004. The United Nations Convention on the Rights of the Child (UNCRC) underpins and frames all of our work.

The Children's Commissioner has a duty to promote the views and interests of all children in England, in particular those whose voices are least likely to be heard, to the people who make decisions about their lives. She also has a duty to speak on behalf of all children in the UK on non-devolved issues which include immigration, for the whole of the UK, and youth justice, for England and Wales. One of the Children's Commissioner's key functions is encouraging organisations that provide services for children always to operate from the child's perspective.

Under the Children Act 2004 the Children's Commissioner is required both to publish what she finds from talking and listening to children and young people, and to draw national policy-makers' and agencies' attention to the particular circumstances of a child or small group of children which should inform both policy and practice.

The Children's Commissioner has a statutory duty to highlight where we believe vulnerable children are not being treated appropriately in accordance with duties established under international and domestic legislation.

Our vision

A society where children and young people's rights are realised, where their views shape decisions made about their lives and they respect the rights of others.

Our mission

We will promote and protect the rights of children in England. We will do this by involving children and young people in our work and ensuring their voices are heard. We will use our statutory powers to undertake inquiries, and our position to engage, advise and influence those making decisions that affect children and young people.

1. Glossary

This invitation to tender document regulates the conduct of the Potential Provider and the Authority throughout the Procurement. Except for the words and expressions set out below, the capitalised words and expressions used in this invitation to tender shall have the following meanings given to them:

“Contract” means the contract and schedules for the delivery of the services and as set out in Contract terms and conditions and contract schedules. Please visit the Children's Commissioner website to view the standard contract terms and conditions referred in this document.

- **“Authority”** means the Children's Commissioner

“Contract Commencement Date” means the date upon which the successful Potential Provider begins to deliver the Services to the Authority;

- **“ITT”** means this Invitation to Tender document incorporating these terms and all related documents published by the Authority in relation to this Procurement;

- **“Potential Provider(s)”** means any person or legal entity submitting a response to this ITT that will ultimately enter into the Contract with the Authority and therefore assumes liability for the performance of the Contract;

- **“Procurement”** means the process used to establish the contract that facilitates the supply of the services to the Authority as described in this ITT;

- **“Services”** means the services to be provided by the Supplier appointed to the Contract and as outlined in Schedule 1 of the Contract (Services);

- **“Tender”** means the tender submitted by the potential provider to the Authority in response to this ITT; and

- **“Response”** means a submission prepared by a Potential Provider in response to a qualification questionnaire or an invitation to tender (as the context requires).

2. Introduction

Please read the information and instructions carefully before attempting to complete your Tender. To ensure all communications relating to this Procurement are received the Potential Provider must ensure that the point of contact it nominates is accurate at all times.

This ITT which consists of this document comprises:

- Information regarding the Procurement, including the timetable;
- Details of the Services that the Potential Providers will be required to supply – Schedule 1 of the Contract (Services);
- Instructions explaining how to submit questions and requests for clarification;
- Instructions explaining how to complete and submit a Tender;
- Details of the evaluation and assurance processes used by the Authority.

3. Summary of Tender

Authority:	Children's Commissioner
Description:	The Children's Commissioner for England has a unique role in promoting and protects the rights of children. We are a statutory body, administered as an NDPB by the Department for Education, with specific legal responsibilities regarding handling enquiries and requests for assistance from children and young people. We also receive more general day-to-day enquiries and deal with requests from a wide range of stakeholders. We now intend to implement a a single organisational CRM system to ensure all enquiries are managed and responded to as quickly and effectively as possible. This is a chance to partner with a great team who are bringing genuine, long-lasting change to the lives of children in the UK. We look forward to hearing from you.
Contract value:	We anticipate that the total value of the Contract is in the region of £80,000 inclusive VAT
Contract duration:	6 to 9 months approx (to be agreed with supplier based on tender)
Closing date:	4 th September 2015
Contact	
Telephone number:	020 7783 8182
Email:	david.ryan@childrenscommissioner.gsi.gov.uk

4. Overview

The Challenge:

The Children's Commissioner currently administers three business critical 'engagement' functions using a combination of platforms such as Excel spreadsheets none of which are wholly fit-for-purpose. These are:

1. Correspondence management – responding to the day to day enquiries and requests it receives from organisations and individuals about our work. These are currently administered either through a stand-alone (non-case management) system called Workpro, or individual spreadsheets held within teams

2. Advice, Assistance and Representation – the help we provide to individual children and young people or their representatives, who live away from home, are in receipt of social care services or who are leaving care. Currently administered using a combination of MS Excel and MS Word files stored in a protected network folder.

3. Stakeholder Management – enquiries from all other stakeholders including from Government departments, external agencies and charities, members of our various stakeholder forums and suppliers of services we use. Currently administered using both Workpro and spreadsheets unconnected to previous contact history

The Solution:

The Children's Commissioner proposes to develop and implement a single organisational CRM that pulls together all customer communication into a single management hub. As a minimum, this solution will provide key improvements in 3 critical areas:

1. Customer Response: provide the capability to respond quickly and effectively to all customers, run trend analyses and other reports to help us understand how and why people contact us

2. Analysis and Learning: reporting functionality that helps us understand our customers better – who they are, why they access our services and other patterns. This knowledge will be critical in our future service delivery planning; our resources are limited and we need to ensure we are using them in the most effective way to meet patterns of demand. The CRM will also provide a consolidated history of contact across all platforms to support a more in-depth response.

3. Efficiency: an effective CRM system will replace a number of inefficient, un-connected response platforms that are currently used to handle enquiries. Some of this data is highly sensitive and is subject to strict security controls. The new CRM will reduce the amount of administration time currently taken up by these diverse platforms including what in some instances amounts to a duplication of effort. The new system will also support our security protocols by allowing all customer data that requires it to be kept secure and accessible only to those authorised to do so.

5. How and Why CRM Will Support Our Objectives

The Children's Commissioner has a statutory set of responsibilities to promote and protect children's rights. In doing so, the Children and Families Act 2014 requires the Office to provide confidential and expert advice, assistance and representation to children living away from home and/or receiving social care services. It is also a designated body for whistle-blowers who are concerned about the welfare and safety of children. In addition, the Office handles a wide range of enquiries and manages stakeholders from a variety of settings, including professionals (e.g. social workers, teachers, etc.), children and young people, relatives and parents.

The Children's Commissioner has a statutory duty to report on our work, particularly our Advice and Assistance function, to Parliament each year. We also aim to provide regular reports to relevant stakeholders across Government on trends and patterns in cases dealt with by the Advice and Assistance team. To facilitate timely and accurate reporting, case management must be robust, accurate and straightforward. At present the case management system for these enquiries and contacts is held in two (potentially three) separate systems.

The first, containing personal and sensitive information about young people, uses a combination of MS Excel and MS Word files stored in a protected network folder. The second uses a system called WorkPro, designed for the Office back in 2006. This system is no longer fit for purpose, using fields that are no longer relevant to the Office's work. It cannot be easily changed without incurring significant charges from the supplier. It is also expensive to maintain and is not integrated with any of the Office's other systems that are provided and supported by the Department. Third, the office holds its lists of stakeholder contacts across a number of MS Excel spreadsheets held and maintained by the communications team, and our recently re-launched new website holds a database of contacts who subscribe to our e-newsletter or who have a log-in as members of our participation network.

The Workpro system is not suitable for managing cases, and the Advice and Assistance team currently share information via email and spreadsheets. This is not a suitable means for sharing information, as communications and actions relating to a case are not easily shared among the team, leading to confusion and difficulties in coordinating resources. Not only is the current practice inefficient, it exacerbates the risk of information being mishandled and the Children's Commissioner failing to discharge its statutory function appropriately.

In regard to wider stakeholder management, maintaining discrete spreadsheets of contacts within specific teams and for specific projects is time consuming, causes duplication of effort, and does not enable dynamic sharing of information across teams and projects.

The successful bidder will work with us to develop the best solution that meets our needs. The CRM will be used by the Advice and Assistance/correspondence team, Participation and Communications Team, and the Policy Team. This represents 28 (approx)) users. Moving all users from the Advice and Assistance/correspondence team over to a single platform will facilitate information sharing within the team. Additional members of staff in the Children's Commissioner would use the CRM for stakeholder management.

At a strategic level, the Children's Commissioner has an objective to positively resolve all requests for advice and assistance from children in care. A single CRM will facilitate measurement of performance in this area. In an economic sense, the existing Workpro system is expensive to maintain. A CRM would represent better value for money. Aligning the Children's Commissioner's CRM system would enable ongoing IT support to be obtained through existing facilities available in the Department, reducing support costs.

6. Expected Efficiencies and Benefits:

High-Level Benefits will be:

- Maintaining two / three CRM systems across a small organisation is costly in terms of human resource and is a barrier to effectively bringing information from different parts of the organisation together.
- Reporting on trends and patterns in requests for advice and assistance will enable more efficient performance management.
- Using a CRM to store contact details for stakeholders will enable the Children's Commissioner to manage its communications more effectively, reducing the need to compile bespoke Microsoft Excel spreadsheets and enabling different parts of the organisation to share information on stakeholders more efficiently.

For the Advice and Assistance team, benefits will include:

- Real-time information sharing via the CRM leading to time saved in loading spreadsheets, minimising duplication in spreadsheets stored, and minimising the need for telephone and email interactions to share information regarding a case.
- The process of managing a case will be much more straightforward and less time consuming.

For the Communications and Participation Team and the Policy Team:

- managing all contacts through a single system will eliminate the duplication of effort in maintaining multiple overlapping spreadsheets and will link contacts to a single case history

7. Further Analysis of Issues, Benefits and Efficiencies

Service Area	Current Issues	Benefits/Efficiencies from CRM
Correspondence Management	<ul style="list-style-type: none"> • The current WorkPro system is linked to the 'info request' mailbox only. • Correspondence is logged according to 'theme'. Analysis of correspondence should enable the Children's Commissioner to determine whether (i) there are any trends or patterns in the data of business significance, and (ii) the target of response to all correspondence within 28 days is being met. • The 'themes' are outdated, and cannot be amended without incurring in excess of £75,000 costs. • Quarterly reports are produced through a manual trawl of the information logged – this is time consuming, reducing capacity to deliver the correspondence management function. • WorkPro has not been subject to DfE's security accreditation process – to do so would be prohibitive. 	<ul style="list-style-type: none"> • Reporting of management information would be largely automated, reducing the burden on staff to manually produce reports – this will save 4 days per month currently spent by the HEO on producing reports and improve the Children's Commissioner's record of responding to all correspondence within 28 days. • Analysis of trends and patterns in correspondence can be linked to the Children's Commissioner's business priorities, improving performance management and contributing to the business planning process.
Advice, Assistance and Representation	<ul style="list-style-type: none"> • The Children's Commissioner has a statutory duty to report on our work, particularly our AAR function, to Parliament each year. • Administering the AAR function through a combination of Excel, Word and Outlook is not a suitable means for sharing information, as communications and actions relating to a case are not easily shared among the team, leading to confusion and difficulties in coordinating resources. It also exacerbates the risk of information being 	<ul style="list-style-type: none"> • Real-time information sharing via the CRM across staff working on the AAR function will lead to time saved in loading spreadsheets, minimising duplication in spreadsheets stored, and minimising the need for telephone and email interactions to share information regarding a case. • Risks of mishandling information will be reduced considerably. • Reporting on trends and patterns in requests for

	<p>mishandled and the Children's</p> <ul style="list-style-type: none"> • Commissioner failing to discharge its statutory function appropriately. • At a strategic level, the Children's Commissioner has an objective to positively resolve all requests for advice and assistance from children in care. Analysis of trends and patterns is time consuming. 	<p>advice and assistance will enable more efficient performance management. A single CRM will facilitate measurement of AAR performance, and enable the production of real-time management information. This will save an estimated 3 days per month.</p>
Stakeholder Management	<ul style="list-style-type: none"> • At present, individuals in the Communications Team and Policy Team manage various spreadsheets with contact details for stakeholders. This is not linked to correspondence history, creating a risk that communications with individual stakeholders will be inconsistent. 	<ul style="list-style-type: none"> • Time spent administering stakeholder information through Excel by a number of staff will be reduced considerably, as all staff will be able to access centralised information. • Mass communications (via mailshot etc.) will be administered more efficiently, eliminating the need to cross-check recipient details in advance of sending. This will save an estimated 3 days per month for the Comms Officer.

8. Timeline

The expected timeline for the process is outlined below:

4th September 2015	Tender submission deadline
w/c 13th September 2015	Tender interviews and selected supplier notifies
w/c 4th October 2015	Contract Go-Live

9. Completing and Submitting a Tender

Tendering arrangements

The Authority would like to hear from you if you feel you could be able to provide the Services detailed above. We reserve the right not to accept any Tenders or award any contracts as a result of this Tender exercise.

Tenderers are requested to include in their Tender submission the following information:

Organisation Details

Information provided in this section is required for back-ground and to enable the Authority to carry out an assessment of the Potential Providers' economic and financial standing. Details provided here will be used by the Authority to issue any notices should your organisation be successful at this Procurement

Background information on the organisation to include:

- the organisation's full legal name & address;
- type of organisation;
- the management structure;
- the resource available locally, and in other offices;
- any specialist knowledge available to the firm;
- the organisation's contact and email address;
- financial statement and solvency information (annual report).
- A commitment to ensuring that supplier staff and managers involved in the project will be DBS checked (where relevant).

Copies of policies (or supporting statements) validating your organisations commitment to:

- sustainable development.
- equal opportunities and diversities.
- risk management.
- business ethics.

Delivery of services

Please provide:

- Details of the proposed approach and methodology to be applied in the delivery of the specification.
- An outline project plan.
- A proposal for reporting which will make the information as user-friendly as possible.
- A nominated project manager for the appointment who shall not be changed during the term of the appointment without the consent of the

Value for Money

- Potential Providers are required to quantify their costing, submitting a breakdown of costs to explain the final price calculation
- Details of expenses which are chargeable in addition to fees, including mileage rates, rail fares etc.
- All Tenders must be structured according to the Form of Tender (Annex 1) showing the overall tender sum for the different parts of the specification together with indicative provision for ad hoc work in the future.
- A failure to provide a price where one is required will result in the Tender being deemed non-compliant and shall be disqualified from further participation in this Procurement.

All Responses should be emailed to procurement.mailbox@childrenscommissioner.gsi.gov.uk

Tenders should be sent as an e-mail attachment not exceeding 19Mb and submitted in PDF format. The main tender document **should not exceed 30 pages**, exclusive of attached policies. Please note that the Authority shall not accept receipt of hard paper copies unless previous agreement has been reached.

All Tenders must be received by the Authority, by the Tender Submission Deadline. The Authority reserves the right to revise the Tender Submission Deadline to a later date.

Any submission received after the Tender Submission Deadline specified above will be disqualified. No exceptions will be made for any reason. However, the Authority may, at its own absolute discretion, extend the closing date and time for receipt of tenders specified above without request. Any such extension will apply to all Tenders.

10. Costs and Expenses

- All costs expenses and liabilities incurred by the Potential Providers in connection with preparation and submission of their Tender submissions will be borne by the Potential Providers.
- The Potential Providers shall have no claim whatsoever against the Authority in respect of such costs save as expressly provided for in the Contract.
- The Authority reserves the right:
 - to amend, clarify, cancel, add to or withdraw all or any part of the procurement documentation or the Procurement at any time during the Procurement;
 - to vary any timetable or deadlines set out in the procurement documentation; and
 - not to conclude a Contract for some or all of the Services (as applicable) for which Responses are invited.

11. Tender Documents

The following requirements must be adhered to when submitting Tenders.

- The Tender must be in English and drafted in accordance with the drafting guidance as set out in this ITT.
- Where documents are embedded within other documents Potential Providers must provide separate electronic copies of the embedded documents.
- Each Tender must be uniquely named or referenced.
- The Tender must be fully cross referenced with a full list of supporting material.
- Pages must be A4 in size or where necessary A3 folded in half, and Potential Providers should use Arial 12 double spaced.
- A Potential Provider may modify and resubmit its Tender at any time prior to the Tender Submission Deadline. Tenders cannot be modified by Potential Providers after the Tender Submission Deadline.
- A Potential Provider may withdraw from this Procurement by choosing not to submit a Tender by the Tender Submission Deadline

12. Tender Validity Period

A Tender must remain valid and capable of acceptance by the Authority for a period of 120 days following the Tender Submission Deadline. A Tender with a shorter validity period will be rejected

13. Clarifications and Questions regarding this Procurement

Any queries in relation to the submission process should be made to:

David Ryan
Director of Corporate Services
Children's Commissioner
Sanctuary Buildings,
20 Great Smith Street,
London.
SW1P 3BT
Direct Line: 020 7783 8182
Email: david.ryan@childrenscommissioner.gsi.gov.uk

Every Tender Response received by the Authority shall be deemed to have been made subject to the conditions of Tender as set out in this ITT. The Authority shall only consider the Tenders that are compliant with the terms of this ITT.

This procurement documentation and any attachments or references have been prepared in good faith but do not purport to be a comprehensive statement of all matters relevant to this Procurement exercise nor has it been independently verified. Neither the Authority nor its advisers, directors, officers, members, employees or other staff or agents:

- accept any liability or responsibility for the adequacy, accuracy or completeness of the Procurement documentation,
- make any representation or warranty, express or implied, with respect to the information the Procurement documentation contains nor shall any of them be liable for any loss of damage (other than in respect of fraudulent misrepresentation) arising as a result of reliance on such information or any subsequent communication.

The Potential Provider should form its own conclusions and make its own independent assessment of the Contract requirements and should seek its own financial and legal advice about the methods and resources needed to meet the Authority's requirements

Submission of this completed tender constitutes acceptance of the Children's Commissioner's standard contract Terms and Conditions, as published on our website.

All potential providers must sign and date the Certificate of Conclusive Tendering (Annex 2) and include it within Section 6 of the tender ("Declarations, Undertakings and Attachments"). No part of the wording of this document may be changed. Unsigned or altered version of this certificate will invalidate a tender.

The Children's Commissioner will not enter into dialogue or negotiation with providers over our published contract Terms and Conditions. Please ensure to read Children's Commissioner's Terms and Conditions (Annex 3) thoroughly before submitting your tender.

14. Acceptance of a Successful Tender

The Authority is not bound to accept the lowest-priced Tender. The selection criteria, and relative weighting, are as follows:

TECHNICAL COMPETENCY

- Evidence of competency to undertake provision of a CRM solution to meet the criteria specified above. This should relate to both the experience of the firm overall and key individual members of the audit team.
- Details of key staff to be engaged in the project including brief CV and seniority

APPROACH

- Brief description of your overall approach to providing CRM solutions including how you work with customers to best meet their requirements,
- Extent of your reliance on a risk based approach
- What is your understanding of the main issues driving arms length bodies and the Office of the Children's Commissioner in particular.

METHODOLOGY

- Describe your implementation methodology
- How would you achieve a balance between work on risk management and substantive testing
- Procedures for ensuring confidentiality of files and information relating to customers that you will be involved in integrating into the CRM
- Proposals for reporting effectively and consistently on project progress to the client
-

ECONOMICS

- A comprehensive budget for the project, within the cost envelope listed above of £80k including VAT, showing the work proposed, with all relevant rates and budgeted hours, including relevant assumptions.

The successful Tenderer will be notified in writing and will be required to enter into a formal agreement with the Children's Commissioner in the form of a contract. All unsuccessful tenders will be notified at contract award. The Contractor shall not give, bargain, sell, assign, sub-let (except as it is customary in the normal course of business), or otherwise dispose of the Contract or any part thereof or the benefit or advantage of the Contract or any part thereof without the consent in writing of the Children's Commissioner.

15. Canvassing

Any Potential Provider who directly or indirectly canvasses any member, official, officer, public sector employee or agent of the Authority concerning the award of the Contract for the provision of the Services, or who directly or indirectly obtains or attempts to obtain information from any member, official, officer, public sector employee or agent of the Authority concerning any other tender or proposed tender for the Services described herein, shall be disqualified from this Procurement.

16. Confidentiality of Tender Information and Documentation

- All information supplied by the Authority in connection with this Tender shall be regarded as confidential at all times, unless it is already in the public domain and the Potential Provider shall only use such information for the purposes of preparing a Response (or deciding whether to respond).
- The ITT and accompanying documentation and publications are and shall remain the property of the Authority and must be returned upon demand to the Authority. The Potential Providers grant the Authority an irrevocable, perpetual, non-exclusive licence to copy, amend and reproduce any intellectual property contained within the Response for the purposes of carrying out this Procurement; complying with the law and/or any government guidance; and/or carrying out the Authority's business activities.
- A Potential Provider may disclose, distribute or pass any of the information supplied by the Authority to its advisers, agents, subcontractors, consortium members or to another person provided that:
 - it is done for the sole purpose of enabling it to submit a Response and the person receiving the information undertakes to keep the information confidential on the same terms imposed by this ITT; or
 - it obtains the Authority's prior written consent in relation to such disclosure, distribution or passing of information; or
 - the disclosure is made for the sole purpose of obtaining legal advice from external lawyers in relation to the Procurement; or
 - the Potential Provider is legally required to make such a disclosure.

17. Collusion

Any Potential Provider who:

- Fixes or adjusts the amount of his Tender by or in accordance with any agreement with any party, OR
- Communicates to any other party (other than the Authority) the approximate amount of the proposed value, price or rates set out in the Response Tender, (except where disclosure is made confidentiality and is deemed necessary to obtain quotations for insurance and contract guarantee bond valuation), OR
- Enters into an agreement or arrangement with any other party that they will refrain from tendering or as to the amount of any tender submitted, OR
- Offers or agrees to pay, give, or does pay any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done, causing or having caused to be done in relation to any other tender or proposed Tender for the Service any act or omission,

shall (without prejudice to any civil remedies available to the Authority and without prejudice to any criminal liability which such conduct by a Potential Provider may attract) be disqualified from further participation in the Procurement.

18. Recycled Paper

We seek proposals from organisations that use paper from sustainable sources such as the FSC credited paper stock.

19. Law and Jurisdiction

Any dispute (including non-contractual disputes or claims) relating to this Procurement shall be governed by and construed in accordance with the laws of England and Wales.

The courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim that arises out of or in connection with this Procurement (including non-contractual disputes or claims).

Annex 1: Form of Tender

Potential Providers should present their proposals in the following format in a document not exceeding 30 pages, excluding annexes/attachments.

Section 1 Table of Contents

Section 2 Executive Summary

Section 3 Meeting the Specification

- **Proposed methodology**
- **Project management**
- **Risk assessment**

Section 4 Cost and Charging Arrangements

Section 5 Experience and References

- **Bidding organisation**
- **Individual project manager**

Section 6 Declarations, Undertakings and Attachments

Annex 2: Certificate of Conclusive Tendering

DECLARATIONS AND INFORMATION TO BE PROVIDED BY THE TENDERER

The words and expressions set out in this Certificate of Conclusive Tendering have the meanings given to them in the Invitation to Tender.

Declarations:

1
(Name of Potential Provider)

2. declare that we have not communicated to any other party the amount or approximate amount of the Tender price other than in confidence and for the express purpose of obtaining insurances or a bond in connection with this Tender. The Tender price has not been fixed nor adjusted in collusion with any third party, and

3 declare that the tender will remain valid 120 days following the Tender Submission Deadline and that we are not entitled to claim from the Authority any costs or expenses incurred in preparing the Tender or subsequent negotiations whether or not the Tender is successful.

4 declare to provide the Services as specified in the Contract Schedule 1 (Services) in accordance with the terms and conditions of the Contract.

5 declare to accept unreservedly the terms and conditional of the Contract, as published at the Authority's website, without caveats or limitations and execute the Contract (to incorporate relevant aspects of the Tender such as your prices) within 5 calendar days of being called upon to do so by the Authority.

6 warrant that all the information contained in the Response to the ITT is accurate and true and you undertake to notify the Authority of any changes as soon as practicable.

7 warrant that you have all the requisite corporate authority to sign this Tender and this Certificate of Conclusive Tendering.

Signed on behalf of the Potential Provider

on date

.....

.....

Undertaking

The Authority requires all Potential Providers to make full and frank disclosure to the Authority in the form of a signed undertaking in respect of any or all of the following:

- a) any state of bankruptcy, insolvency, compulsory winding up, administration, receivership composition with creditors or any analogous state of relevant proceedings;
- b) any convictions for a criminal offence committed by the Potential Provider (or being a company, by its officers or any representative of the company);
- c) any acts of grave misconduct committed by the Potential Provider (or being a company, by its officers or any representative of the company) in the course of their business or profession/the company's business;
- d) any failure by the Potential Provider (or being a company, by its officers or any representative of the company) to fulfil their obligations relating to payment of Social Security contributions; and
- e) any failure by the Potential Provider (or being a company, by its officers or any representative of the company) to fulfil their obligations relating to payment of taxes.

Appendix A

Tenderer's Commercially Sensitive Information Form ITT Ref No:

Description of Tenderer's Commercially Sensitive Information:

Cross Reference(s) to location of sensitive information in Tender:

Explanation of Sensitivity:

Details of potential harm resulting from disclosure:

Date of applicability - Period of Confidence (if applicable):

Contact Details for Transparency/Freedom of Information matters:

Name:

Position:

Address:

Telephone Number:

Email Address:
