

**C1117B: Invitation to tender for provision an online platform to deliver HR Metrics surveys for 33 London local authorities**

**Summary**

1. London Councils’ HR Metrics Service conducts a range of human resources metrics surveys for the 32 London boroughs and the Corporation of the City of London (referred to from here on as “the 33 London boroughs”). The Service provides benchmarking and analysis for the data collected to enable boroughs to:
* compare and assess their performance across a range of HR measures;
* work collaboratively to develop and progress best practice; and
* tackle new challenges that require data insights.
1. London Councils is seeking to procure a user-friendly online tool that allows sub-scribing boroughs to enter their own survey data and access a range of outputs. The application will be used by London Councils’ HR Metrics Service to help conduct its HR Metrics surveys of the 33 London boroughs and provide results/benchmarking charts, pdf reports, scorecards, dashboards and, in some cases, Excel spreadsheet outputs that users can generate online. The users will be London Councils’ officers and officers based in the London boroughs – typically directors of HR and HR metrics officers, and possibly also a range of other HR/performance users.
2. The online application is required to be operational for use from 1 April 2018 with a contract period of three years. There will be an option to extend this end date by 1 year plus 1 year.

**Background**

1. The HR Metrics Service has been providing benchmarking surveys to the 33 London boroughs for over 15 years. The surveys were expanded in number and type five years ago when the service procured a sub-contractor to provide an online application to help conduct the surveys and produce a wider, more comprehensive, set of results outputs.
2. The Service continues to adapt to the changing needs of the 33 London boroughs and in future, therefore, new surveys or changes to existing surveys may be required. For example, in each of the last two years a new survey has been added to the Service and it is anticipated that at least one new survey will be required in 2018.
3. Working closely with the London Councils Workforce Planning Network (a group of technical HR metrics specialists) and a lead Head of HR, the Service reports regularly to the London Councils Heads of HR Network (consisting of HR directors of all 33 boroughs) and is overseen by a governance board that meets twice a year. The performance of the successful provider would be reported at those meetings.
4. In addition to enabling benchmarking and analysis across London local government, the surveys promote the local collection and use of best practice HR metrics. The benchmarking of HR data enables evidence based decision making on key issues. It empowers councils to assess performance and drive improvement. Councils can compare their performance on HR indicators ranging from the reasons why staff leave to diversity in the workforce, HR casework and sickness absence. Each council can see where its performance sits in relation to others and can share policies/procedures and innovations that work.

**Objectives**

1. The overall objective is to deliver and online platform/website that allows users to upload data directly and download summary outputs. It is important that there is seamless transition from the current provision arrangements so that users can continue to access an application for their ongoing needs of data entry and output generation from April 1 2018.
2. The list of surveys required for 2018/19 is anticipated to include:
* Chief Officers' Pay
* Pay & Benefits (excluding Social Care)
* Pay & Benefits (Social Care)
* Human Capital Metrics
* HR Outputs
* HR Resources
* Terms & Conditions
* Trade Union Membership & Facility Time
* Agency CSW pay & numbers data
* Analysis of DfE CSW data
* Gender Pay Gap reporting
* Agency ASW pay & numbers data
* Bespoke individual user surveys
1. The full list of surveys, and their output requirements, can be found at **Appendix A.** Data for the surveys is collected and published on a rolling timetable throughout the year, with roughly one per month. A full data collection and publication timetable for 2018/19 is available on request.

**Requirements**

1. London Councils’ detailed technical specification for the online application is **set out in Appendix B.** However, the key requirements for the online application are that it must:
* enable simple and accurate data collection;
* enable quick and informative live analysis;
* enable users to generate their own bespoke results outputs including reports and scorecards and Excel outputs, which can be customised;
* use our own survey templates (questions and outputs) that we will provide;
* be able to migrate our historic survey data into outputs that are available going forward;
* be user-friendly, secure and accessible;
* offer backwards compatibility to IE8;
* be operated as hosted software as a service with no installation or set-up required by users;
* place no limits on the number of users or the number of actions users can perform on the application; and
* provide contact personnel who will work with our HR Metrics Service Team as required to ensure the surveys work effectively and meet future needs.
1. There may be ad hoc requests to provide updates and changes to functionality to ensure compliance with any future requirements, and the application will need to be able to accommodate changes from time to time in survey questions and in the make-up of responding councils (for example, for boroughs that move to sharing their workforces).
2. We are also interested in seeing your suggestions on measuring user satisfaction and measuring success of the service, as well as your suggestions and ideas on possible innovations and future developments for the platform.

**Project Costs**

1. The value of the contract with the current supplier is £33,000 per annum.
2. In your costings, please provide costs broken down on a per borough basis. Currently all 33 London boroughs subscribe to the HR Metrics Service. All boroughs are expected to sign up to the service for a further 3 years from April 2018 to March 2021. However, the Service Level Agreement between London Councils and the subscribing boroughs provides for any borough to unsubscribe, as long as 12 months’ notice is given.
3. In the event that the number of subscribing boroughs reduced during the period of the contract it is expected that the value of the contract would reduce by the relevant specified amount per borough. However, in order to provide certainty to the successful bidder, the overall annual cost of the contract would not fall below the price for 25 boroughs.
4. Costs should be clearly presented and be inclusive of all fees, direct and indirect costs, expenses but exclusive of VAT. An overall cost and a cost per subscribing borough should be provided. An example of a clear cost structure is provided in **Appendix C**.
5. It is anticipated that a degree of ongoing innovation and development work would be undertaken to consolidate and improve the survey inputs and outputs as part of the standard contract; however, it is expected that additional surveys will be required from time to time, at the request of the Heads of HR group. These requests would go through a change request process via the HR Metrics Governance Board (see below).

**Change request process**

1. Please include a price option for additional surveys. It is expected that there may be one a year, based on past experience, and a schedule of rates is required for future surveys if more are required.
2. This project is being included in the Government’s Contracts Finder database to comply with recent changes in national procurement policy which specifies that any procurement opportunities and contract awards above certain low thresholds (£25,000) are published on [Contracts Finder](https://www.gov.uk/contracts-finder).

**Tender Requirements**

1. Bidders should provide the following information in their tender:
* Proposed methodology and approach to the set up and ongoing delivery of the online platform
* An outline of all outputs from the project
* Timetable for development of platform to be implemented by April 1 2018, including key milestones, any risks that may affect the timing or delivery of outputs and contingencies
* Arrangements for project management, reporting and quality control
* Your approach to information security and associated contingency plans
* Clear structure of charges including day/hour rates, time spent on tasks, expenses. VAT will be paid at the applicable rate (an example of a clear cost structure is given in annex 2)
* Confirmation of acceptance of London Councils’ Terms and Conditions
* Your approach to Equality/Equal Opportunities
* Your approach to compliance with the Freedom of Information Act and General Data Protection Requirement.

**Evaluation Criteria**

1. We will evaluate your response based on a quality to cost ratio of 70:30 (where 70% is based on quality; and 30% on cost).
2. The quality element will be evaluated against the criteria given in the table below:

| **Evaluation criteria – Quality [70% of the total]** | **Weighting** |
| --- | --- |
| 1. Understanding of the objectives and requirements as evidenced by your proposal.
 | 20% |
| 1. Your experience of undertaking similar projects in local authority environments and/or working successfully with similar complex stakeholder groups.
 | 30% |
| 1. A clear methodology and approach to the work described above which is realistic and deliverable.
 | 40% |
| 1. Innovation - suggested methods for measuring user satisfaction, and the success of the service, and ideas for future innovations/development of the service
 | 10% |

1. In addition, as the outputs are largely visual, bidders may be required to present a demonstration of their platform/application exemplifying its functionality and how it fulfils the brief to the London Councils Evaluation Team. This would take place at 59½ Southwark Street, London, SE1 0AL, on w/c 2 January 2018.

**Procurement Timetable**

1. An indication of the timetable for the procurement process is set out in the table below:

|  |  |
| --- | --- |
| **Activity** | **Date** |
| Deadline for receiving tenders | 14 December 2017 |
| London Councils’ final evaluation of proposals | w/c 2 January 2018  |
| Contractors informed of outcome | w/c 9 January 2018 |
| Contract awarded | w/c 9 January 2018 |

**Format of Tender Responses**

1. If you wish to apply, an electronic copy of your tender response with completed FOI and Equal Opportunities documents (available on the website) should be sent by email to, tenders@londoncouncils.gov.uk, quoting reference number C1117B to arrive by **3pm on 14 December 2017.**
2. All submission documents should be provided in Microsoft Word format.
3. If necessary, you may seek clarification on the procurement process or the specification by contacting Sorcha Rooney via: Sorcha.Rooney@londoncouncils.gov.uk.
4. Enquiries will not be answered if received within **2** days of the date for submissions of tenders. Bidders should note that responses to each enquiry will be copied to all organisations bidding (though will not identify the originator of the enquiry) through the London Councils website.
5. If you are aware that the submission of your tender may give rise to a potential conflict of interest, please inform the officer to whom you are making the application.
6. Bidders are advised to **read all instructions before submitting their tender**. London Councils full instructions to bidders are at **Appendix D**.

**Freedom of Information Act**

1. You should be aware that the information you submit may be subject to a request for information. The provision of any information to external parties by London Councils is determined by statutory conditions provided for in the Freedom of Information Act 2000.

**Equality Opportunities**

1. The successful contractor will be required to comply with London Councils’ Equal Opportunity Policy and bidders should complete the Equal Opportunities Questionnaire with their tender submission.

**Conflicts of interest**

1. London Councils may exclude a bidder if there is a conflict of interest which cannot be effectively remedied. The concept of a conflict of interest includes any situation where relevant staff members have, directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the procurement procedure.
2. Where there is any indication that a conflict of interest exists or may arise then it is the responsibility of the Supplier to inform London Councils, detailing the conflict in a separate Appendix.

**Terms and Conditions**

1. Please see accompanying terms and conditions and confirm acceptance in your submission. Note that special conditions apply as outline in Appendix 1 to the Ts and Cs. These relate to:
* Intellectual Property rights; and
* Data sharing and Data Processing.

**Appendix A - Surveys likely to be required from April 2018 onwards**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Survey | Bulk upload | Upload form | Online charts | Bespoke pdf report per council (and overarching version for London Councils) | Bespoke Scorecard per council (and overarching version for London Councils) | Customised Excel outputs | Raw data download |
| Chief Officers' Pay | Yes (by London Councils) | Yes | Yes | No | No | No | Yes |
| Pay & Benefits (excluding Social Care) | Yes (by London Councils) | Yes | Yes | No | No | No | Yes |
| Pay & Benefits (social care) | Yes (by London Councils) | Yes | Yes | No | No | No | Yes |
| Agency CSW pay & numbers data | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Permanent CSW pay packages | Yes | Yes | Yes | Yes | Yes | Possibly | Yes |
| DfE CSW data | Yes | Yes | Yes | Yes | Yes | No | Yes |
| Human Capital Metrics | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| HR Outputs | Yes | Yes | Yes | Yes | Yes | No | Yes |
| Terms & Conditions | Yes | Yes | No | No | No | Yes | Yes |
| Trade Union membership & Facility Time | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| HR Resources | Yes | Yes | No | No | No | Yes | Yes |
| Gender Pay Gap reporting | Yes | Yes | No | Possibly | Possibly | Yes | Yes |
| Bespoke user surveys\* | No | Yes | Yes | No | No | No | No |
|  \*User Surveys allowing users to create smaller, ad-hoc surveys to which other users can respond. These should enable live results to be displayed to respondents, and a comments area should be available for users to discuss the survey and results in greater detail. All users would receive an email each time a new User Survey is released (or a daily or weekly digest email according to preference). Three types of user survey are required 1. Numeric answer (results include a bar chart) 2. Text answer (results shown in a table) 3. Drop-down options for answers (results shown as a pie chart). Access to user surveys is to be as follows: Super users and users with read/write access (granted by their super user) can conduct user surveys, see all the surveys, see the results of surveys to which they have responded , and see/take part in the comments section. Read only users can read the results to all surveys to which their council has responded and see/make comments. |
|  |

**Appendix B – Detailed technical specification**

|  |  |
| --- | --- |
| **Row No. For Reference Only** | **General** |
| 1 | Hosted software as a service, no installation or setup required.  |
| 2 | Accessible via secure login from commonly-used web browsers. |
| 3 | Accessible on commonly used devices eg: PCs, iPads, phones etc |
| 4 | Full access-control |
| 5 | No user limit for each organization |
| 6 | No limit on the number of times users can generate reports, scorecards and other outputs. |
| 7 | User friendly - requiring no training prior to use (based on a good general understanding of applications in common use eg: MS Office, Google etc) |
| 8 | Provides documentation (knowledge base) on the application, including main features/tools and how to use the application. |
| 9 | Conducts a range of HR Metrics surveys, mostly annual but some may be twice yearly, quarterly or ad hoc (in the case of User Surveys). |
| 10 | Sets and supports customized metrics questions and surveys as provided by London Councils and changed from time-to-time. ie: London Councils has its own surveys made up of its own questions that it will specify to the provider. |
| 11 | Accepts data as required in response to survey questions, these inputs can be text, numeric, dropdown selection and in some cases numeric data that requires calculations to enable the generation of results - eg: percentages calculated from a set of numeric data (eg: staff numbers by gender, ethnicity, length of service) - calculation methodology to be customised to meet London Councils' requirements. As far as practicably possible the application will make calculations from the raw data submitted (rather than councils submitting calculated figures eg: percentages) - but some data is submitted as a % value - where it is a set value calculated by the councils locally - eg: % of women in top 5% of earners. |
| 12 | Sub categories to be available within surveys - for example, grouped questions/outputs eg: sickness metrics, HR casework metrics. |
| 13 | Provides named benchmarking reports of each council’s data against that of the other boroughs (details as per the items listed later in this specification). |
| 14 | Provides an over-arching report of all data for London Councils to include a bespoke scorecard with charts to be available to be generated |
| 15 | Notifies all users with read/write and read only access rights to a survey when the survey results are ready/finalised. |
| 16 | Supports two-dimensional surveys (one question one answer) and three-dimensional ie: multiple answers possible per question – eg: CO Pay survey where users can drill down and apply several different filters to the charts they generate. |
| 17 | Survey definitions and other supporting information (including Excel templates for data entry) to be available for users to download from the website. |
| 18 | Data migration of all data from the current system will be required |
| 19 | User acceptance testing client to be provided to London Councils and user testing by London Councils supported to enable acceptance standard to be met before implementation. |
| 20 | Backwards compatibility - Some LBs use older versions of IE - the application needs to be accessible/usable for users of older versions of IE (currently version IE8). London Councils will survey users for their browser versions from time to time and notify the provider of the oldest versions of IE in use. |
| 21 | ILB/OLB codes - each Council has a code (ILBXX or OLBXX - where XX is a number). On occasion, some surveys might require the results to appear with councils' codes instead of their names. |
| 22 | Back-ups - regular off-site backups of all data |
| 23 | Full data ownership and data mobility- a full and current copy of all survey response data can be exported at any time in Excel or CSV format, to work with in a spreadsheet or import to another application. |
| 24 | Restoring data - in the event of any loss of data the data must be restored within 72 hours. |
| 25 | Data Protection Act or successor Acts - Complies with legislation on the collection, storage and processing of data and any specific requirements set out by London Councils. |
| 26 | Technical support - London Councils will endeavour to cover day to day queries on the administrative aspects of the surveys - but the provider will need to offer a point of contact for more technical issues which it should aim to resolve within 72 hours. |
| 27 | Other support - provision of a point of contact who will work with our HR Metrics Service Team as required to ensure the surveys work effectively and meet future needs |
| 28 | Review meetings - up to twice a year to be available in person or by remote contact (eg: Skype or telephone) to discuss/review with London Councils the operation of the services provided.  |
|   | **Granular permission control** |
| 29 | London Councils HR Metrics Service has a "Super Super" user for the system who requires access to all areas accessible to any other user and permssions to read/write all data and perform all actions across the system. |
| 30 | Each council will have one or more super user who assigns access permissions to other users within their organization using a **super user administrator screen** where they can also edit permissions and remove users’ access. |
| 31 | The super user is nominated by their councils’ Head of HR to the HR Metrics Service who provide the authorization to the provider to set up the super user’s access. |
| 32 | Permissions can be assigned on a per-user/per-survey basis, with read/write or read-only access. All data is transmitted over a secure connection. |
| 33 | Provide on request from London Councils current lists of super users and users by council. |
| 34 | Provide a password reset mechanism |
|   | **Data inputting** |
| 35 | Survey respondents at the 33 London boroughs can input/edit data directly into a secure web form or by upload of customized Excel/CSV forms (in a specific, pre-determined format specified by London Councils) on the providers’ website. (See List of Surveys for more detail.) |
| 36 | Part responses can be entered by users and saved (so they can come back later to complete their response.) |
| 37 | The HR Metrics Service at London Councils to have read/write access to all councils’ data and all surveys. |
| 38 | Apply data validation as required to ensure that data being inputted/uploaded falls within the expected range (usually based on a specified range or a significant variation from that council's data for the previous period). If it fails validation the inputter is notified and given the opportunity to confirm or change the data. |
| 39 | The provider to “open” surveys for inputting and close them for further entries when requested by London Councils. (However London Councils HR Metrics Service will retain access to “closed” surveys including the ability to change data.) |
| 40 | Browser side aggregation of "raw" data (within each user's browser so that the original raw data is not uploaded onto the system) to provide aggregate data for reports.  |
|   | **Outputs required - the outputs currently required to be available for generation by users are:** |
| 41 | **Charts (including for pay surveys)** |
| 42 | Users can generate a range of graphs and charts on demand from the most up-to-date data. These graphs and charts can be viewed online and exported to MS Office Applications formats for further analysis or inclusion in presentations and/or local reports. |
| 43 | Users have a choice of trend chart or current period chart to generate, and the option to generate the relevant table of data with the chart. |
| 44 | Where there are multiple data points from a single council (for example in pay surveys) the bar for that council on the chart should show the median value for those data points for that council. |
| 45 | **Reports and Scorecards (Human Capital Metrics, HR Outputs and DfE CSW workforce data surveys)** |
| 46 | Generate tailored reports and scorecards. Each council and London Councils gets its own unique report/scorecard with its own logo and colours – in which the charts and text are bespoke to that council’s data (or in the case of London Councils the overview of all boroughs) for immediate download in PDF format. Reports to include: |
| 47 |          front cover with name of survey and period, also the name of the council generating the report and their logo |
|          contents page with page numbers for each metric (metrics to be grouped into theme areas - eg: staff numbers, sickness etc.) |
|          bar charts for each metric showing the values and identities of each council and including a median line |
|          trend charts showing the recent trend data for the users’ council and the median value for inner or outer London as appropriate |
|       tables of key data |
|          pie charts for grouped values eg: sets of age bands (one for the relevant council and one of the median values for the other councils) |
|          descriptive/explanatory notes as required about each metric (to be provided by London Councils) |
|          descriptive text stating the council's quartile position in London and in inner/outer London (as appropriate), change from previous period, and comparing the relevant council’s data with the mean average change for London and for inner/outer London (as appropriate). |
|          a free-text appendix of notes (that will be provided by London Councils) |
| 52 | Each borough’s bar charts to show their data differentiated from the other boroughs. |
| 53 | Reports to be branded with each council’s logo and colours (eg: charts etc are in the council’s own colours) and include an automatic textual summary of the data including trend analysis by inner/outer/all London. |
| 54 | Users can select which metrics they want to include in the reports and scorecards they generate (select by question-groups and/or by individual metrics) and set these as a default or choose different indicators for subsequent reports and scorecards.  |
| 55 | Reports run by users will exclude any metrics for which they did not provide data.  |
| 56 | Only those councils that have taken part in a survey can generate reports and scorecards for that survey. |
| 57 | Reports can be customised to include additional appendices. |
| 58 | Users can add their own free text to reports that will appear in the final pdf report that is generated. |
| 59 | Users can generate scorecards showing a free-text summary of the London-wide results (to be provided by London Councils) and their own council’s values in this and the previous period, the averages (mean and median) of other councils in the region, the previous year's mean for the region, the range of responses and the number of councils that provided a response for that metrics, for any of the metrics they select, or all metrics. Scorecards also council-branded and can contain survey-specific footnotes. |
| 60 | **Custom-designed Excel outputs (for example for Trade Union, Terms and Conditions and HR Resources surveys).**  |
| 61 | Data to be uploaded by the boroughs using custom-designed Excel input forms the content design and layout of which to be as specified by London Councils to exactly match those in current use. These to be downloadable by users from the provider’s website. |
| 62 | These outputs are as specified by London Councils in the form of custom-designed Excel spreadsheets to match those in current use. The outputs to be available for users to download as compiled sets of data with calculated fields, numeric and text values including free text and drop-down selections. All including the presentation layout and appearance are to be as specified by London Councils. Exports must reflect latest version of data. |
| 63 | **Dashboard style outputs** - designs to be provided by London Councils |
| 64 | **Raw data export -** Users can export survey data in raw form into Excel or CSV format. |
| 65 | Over-arching reports of all data for London Councils to include a bespoke scorecard with charts to be available to be generated (required for CELC). |
|   | **Customer satisfaction** |
| 66 | **Provision of user data** - To enable London Councils to assess the numbers of actions and their type and which survey they relate to, which user/council etc. - provide annual usage data for the application to London Councils HR Metrics Service to cover all user actions by: |
| 67 | type (eg: login, create new user, generate chart, generate report, generate scorecard etc.) |
| User |
| Council |
| Date |
|   | **Changes** |
| 68 | Minor changes - these to be subject to agreement between the contract parties without extra charge up to a total of X days' work per annum. Administered by a change request process |
| Major changes/new surveys etc - to be subject to discussion and agreement these may be chargeable (subject to a change process, provision of specification, quotation etc). |
|  | In addition and at no extra charge changes to accommodate sharing arrangements between boroughs are required - examples below: |
| 69 | Accommodation of the fact that from time to time some of the 33 London boroughs enter into or leave sharing arrangements with each other. There may be sharing of all data between two or more councils, sharing of data for some surveys by a number of councils (which share data for other surveys with different councils), sharing between councils that are a mix of Inner and Outer London, changes in sharing arrangements. The system needs to be able to adjust to accept/output data to reflect existing and future sharing arrangements among the boroughs. This includes the need to reprocess back data for previous periods to reflect new sharing arrangements (eg: so that trend reporting can work for previous periods etc.) |
| User/councils combinations - for example when boroughs are sharing, a single user may need to access the application in respect of more than one council using her/his single work email address. Several boroughs may share a super user, and in some cases a single super user will cover several boroughs. |

**Annex C - Example of cost table**

Below is an example of a clear cost structure. Other cost breakdowns will be accepted; however a clear structure that will allow London Councils to easily assess value for money – including cost per stage and/or days/hours per person - should be used.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **All text is given as an example only please provide detail** | **Project Director** | **Project Manager** | **Researches** | **Overall days/ hours** | **Overall cost** |
| **£ day / hours rate** | **£x** | **£x** | **£x** |
| **A** |
|   | days/hrs | days/hrs | days/hrs | days/hrs |   |   |
|   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |
| **B** |
|   |   |   |   |   |   |   |
|   |   |   |   |
|   |   |   |   |   |   |   |
| **C** |
|   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |
| Travel |   |   |   |   |   |   |
| **Total Cost** | **£**  |
| **Cost per borough** **(assuming all 33 subscribe)** | **£** |  |
| **Estimated cost per additional survey** |
|   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |
| **Total additional cost per survey** | **£** |
| **Cost per borough**  | **£** |

**Appendix D - Instructions to bidders**

1. **Tender Submissions**
	1. All pages of the bidder’s tender should be sequentially numbered (including any annexes and supporting documents).
	2. Bidders are advised to submit tenders by email to tenders@londoncouncils.gov.uk.
	3. The tender must not arrive later than the date and time stipulated. Tenders received after that time may not be considered unless the bidder can prove that the tender was dispatched in sufficient time to meet the deadline.
	4. By submitting a tender, the bidder agrees to keep that tender open for acceptance by London Councils for 90 days following the closing date.
	5. London Councils does not accept suppliers’ Terms and Conditions.
2. **Amendments to Tender Documents**
	1. Prior to the deadline, London Councils may modify the tender documents by amendments in writing. London Councils may extend the deadline for tenders to allow for significant amendments to be fully assessed and taken into account.
	2. The bidder may modify the tender prior to the deadline for receipt by giving notice in writing or by email.
	3. No tender may be modified after the deadline for receipt.
	4. The contractor may not transfer, assign or sublet the contract, or any part thereof, without the prior written consent of London Councils. If such consent is given the contractor will remain liable for the performance of the contract in its entirely as if such assignment or sublet had not taken place.
3. **Tender Charges**
	1. Charges must be in pounds sterling and be inclusive of all costs but can be exclusive of VAT.
	2. Charges shall be fixed for the duration of the Contract and will not be subject to any variation unless detailed in the Contract document.
	3. London Councils shall not be liable for any costs incurred in the production of the tender submission.
4. **Tender Evaluations**
	1. London Councils intends to commission the most economically advantageous tender and reserves the right to accept or reject all or any part of any quote.
	2. London Councils does not bind itself to accept the lowest charged tender.
	3. London Councils reserves the right to change the timing or any other aspect of the procurement process or to cancel the procurement process at any stage without prior notice.
5. **Intellectual property rights**
	1. All information provided by London Councils shall be treated by the Contractor as confidential except where prior written consent has been given by London Councils that such information may be disclosed. The dissemination of information within your organisation should be on a need-to-know basis.
	2. All intellectual property rights arising from the work will reside with London Councils.