

**Invitation to tender for provision of an online platform to deliver HR and workforce Metrics surveys and data benchmarking for local authorities across the country**

**10 November 2023**

**CLOSING DATE** **12.00pm (midday) on Wednesday 10 January 2024**

Clarification on the procurement process or the specification by contacting Steve Davies via: Steve.davies@londoncouncils.gov.uk

Tender responses should be sent by email to, tenders@londoncouncils.gov.uk, quoting **HR Metrics LC/2023/11/10**

**Summary**

1. London Councils is seeking to procure an online platform to collect and hold HR metrics data and allow local government organisations to enter their own survey data and access a range of outputs. The aim is to enable participating local authorities to:
* compare and assess their performance across a range of HR measures;
* use data insights to help assess workforce capacity and delivery of services;
* through benchmarking with other local authorities facilitate improvement and innovation
1. 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 and see where performance sits in relation to others, which can lead to the sharing of workforce policies and practices that will improve and innovate service.

1. The application will provide results/benchmarking information, charts, pdf reports, scorecards, dashboards and Excel spreadsheet outputs that users can generate online.

1. There are two separate groupings of HR related benchmark data that need collection and analysis.
* Group One – The HR metrics club - A benchmarking club of local authorities (currently more than 90 subscribing local authorities, with the potential for more to subscribe) that contribute to 13 surveys covering a range of workforce related data including pay of different occupational groups, HR metrics, agency worker usage in certain professions and HR resource levels
* Group Two – The NARE (national association of regional employers) workforce metrics group - Local government HR metrics potentially collected from all 317 local authorities in England covering HR and workforce capacity related survey information

1. The two separate groupings of HR related benchmark data have different funding models to cover the costs of service provision –
* Group One – The HR metrics club - is a subscription based service that each contributing local authority pay dependant on their type of local authority; and
* Group Two – The NARE workforce metrics group – funding is from the local government association and regional employer organisations.
1. The following organisations will have access and utilise the information available
* Local authority Regional Employer Organisations
* Local Government Association
* Local authorities across England
1. The online application is required to be operational for use from 1 April 2024 with a contract period of three years until 31 March 2027. There will be an option to extend this end date by one (1) year plus one further year.

**Background**

1. The HR Metrics Club was started by the London boroughs as a collective group with London Councils providing an HR metrics service that the London boroughs pay for via a subscription each year. This service has been providing benchmarking surveys to the 32 London boroughs and City of London (33 in total) for over 20 years. The surveys were expanded in number and type several 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. In the last few years the HR Metrics Club service has also been offered to other UK regional employers and has grown with subscribing local authorities in the following numbers from different regions - 32 local authorities in West Midlands; 18 in South East and 16 in East of England. In addition local authorities from the North West and South West regions have expressed interest in joining.
3. The HR Metrics club currently collects information on 13 core surveys, each of which has a high response rate, highlighting the value given to the benchmarking data by the participating authorities.
4. The Service continues to adapt to the changing needs of its subscribing users, therefore, new surveys or changes to existing surveys may be required.
5. In the last twelve months officers from NARE the National Association of Regional Employers for England have worked with LGA (Local Government Association) and DLUHC (Department for Levelling Up, Housing & Communities) colleagues to develop some core workforce metrics information that will be collected and used by all English local authorities. Going forward there is scope to expand this core data set and link into, provide and utilise LGA workforce survey data.

**Objectives**

1. The overall objective is to deliver an online platform/website that allows users to upload data directly and download summary outputs. Other key objectives include:
* Data Analysis: Analyse HR data to provide insights and key metrics that when compared with other councils data aid in decision-making and strategic planning.
* Reporting: Generate customizable and interactive reports and dashboards to track key workforce/ HR metrics and trends.
1. We are looking for a service provider that has the ethos of working with us as a partner, rather than merely be a provider of a fixed service/ product. We want a provider that has a disposition toward enhancement and development of the service as part of the core service offering, without recourse to formal variations to the contract and price.
2. We recognise that time and cost can be involved in the development of amended or new survey requirements. Whilst significant development costs will be reimbursed, we hope that the chosen service provider will be prepared to absorb the time, effort and cost of product development if it facilitates innovation or improvement in the service provided. There is a formal change request process outlined below at section 24.

**HR metrics service requirements**

1. Group one – The HR Metrics Club list of surveys required for 2024-2025 and each subsequent year (April to March financial year) 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 Children’s Social Workers (CSW) pay & numbers data
* Analysis of DfE CSW data
* Gender Pay Gap reporting
* Agency Adults Social Workers pay & numbers data
* Chief Executives London Committee (CELC) Diversity, Service and Pay band survey
* Bespoke individual user surveys allowing users to create smaller, one-off surveys to which other users can respond
* Pulse surveys created ‘on the fly’ through a web interface
1. This 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 2024-2025 is available on request.
2. Group Two – The NARE Workforce Metrics Group require collection of a core set of HR workforce metrics focused on headcount and full time equivalent numbers of staff for different categories of data, e.g. gender, ethnic groups, disability, age bands, together with agency staff numbers. This limited data set should help to identify the overall size and scope of the workforce and is sufficient to enable broad analysis and comparison with other types of authorities and/or regions. The national workforce metrics survey requirements are listed at **Appendix B**.
3. Going forward there is scope to expand this core data set and link into, provide and utilise LGA workforce survey data including training spend, training days, turnover, vacancy rates, sickness rates, and percentages of women, ethnically diverse, disabled staff in the top 5% of earners.
4. Additionally, the LGA have recently issued a group of workforce capacity surveysto capture council data on the use of agency staff and the current and future capacity needs in the following skill shortage areas:
* adult social care
* finance (in partnership with CIPFA)
* building control (in partnership with Local Authority Building Control, LABC)
* environmental health
* children's social care
* IT (in partnership with SOCITM)
* legal.
1. Going forward data and specific questions from these surveys may be collected and analysed by the online platform provider. An outline of the information collected from these surveys is outlined in Appendix B.

**Functional Requirements**

1. London Councils’ detailed technical specification for the online platform application is **set out in Appendix C.** However, the key requirements for the online platform application are that it must:
* Be web/ cloud based for scalability and accessibility.
* 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.
* 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 (note average users per organisation are 4 and potential total number of organisations across England is 340).
* Place no limits on the number of organisations that can join the benchmarking club of organisations (note- currently 100 organisations have access to the service and roll out planned for all local authorities and regional employers across England so total up to 340)
* Perform descriptive, diagnostic, predictive, and prescriptive analytics on HR data.
* Provide tools for creating custom metrics and KPIs based on user-defined criteria.
* Offer machine learning capabilities for trend analysis and predictions.
* Create customizable, interactive dashboards and reports that can be tailored to the needs of different HR stakeholders.
* Provide data validation processes to ensure the accuracy and reliability of collected HR metrics to help maintain data integrity.
* Support various visual formats (e.g., charts, graphs, heatmaps) for presenting data.
* Support integration with popular business intelligence (BI) tools (e.g., Tableau, Power BI) for advanced reporting.
* Use modern database technologies for data storage and retrieval.
* Ensure high availability and disaster recovery capabilities.
* Ensure data security through encryption, access controls, and audit logs.
* Comply with relevant data protection regulations and standards
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).

1. We want you to outline your experience of delivering similar services to other organisations, preferably with public service organisations, and ideally local government type organisations.

1. We also want your suggestions for measuring user satisfaction and success of the service. And we want your ideas for innovation and development of the platform and service going forward and during the lifetime of the contract.

1. Additional surveys, as required from time to time at the request of the regional employers for their authorities, will be subject of a change request process via the HR Metrics Governance Board (see below).

**Change request process**

**Pricing**

1. Tenderers should supply pricing as follows:
2. **Group One – The HR Metrics Club** pricing for provision of all surveys listed in **Appendix A**. At present these are provided to user organisations on a subscription basis and this is deemed the best method of provision. The annual subscription that a local authority pays differs according to local authority type, so a county or London/ city/ metropolitan council will pay the most e.g. £1000 per annum, a unitary council will pay less e.g. £700 and a district council will pay the least e.g. £400 because they are smaller organisations.
3. Your pricing should be provided according to local authority type. Outlined below is the current number of subscribing local authorities by type.

|  |  |
| --- | --- |
| Local authority type  | Number of subscribers |
| **London boroughs including the City of London**  | **31** |
| West Midlands Regional Employers |  |
| Counties  | 3 |
| Metropolitan boroughs (Cities) | 7 |
| Unitaries | 4 |
| Districts | 18 |
| **West Midlands Total** | **32** |
| South East Regional Employers |  |
| Counties | 4 |
| Unitaries | 4 |
| Districts | 10 |
| **South East Total** | **18** |
| East of England Local Government Association |  |
| Unitaries | 2 |
| Districts | 14 |
| **East of England Total** | **16** |
| **Total subscribing local authorities** | **97** |

1. All current subscribing local authorities are expected to sign up to the service for a further 3 years from April 2024 to March 2027. However, the Service Level Agreement between London Councils and the subscribing local authorities provides for any local authority to unsubscribe, as long as 12 months’ notice is given.
2. In the event that the number of subscribing local authorities 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 30 local authorities.
3. **Group Two – The NARE Workforce Metrics Group pricing** will be based on a fee for delivery of the national core HR metrics survey. This survey collection and results will potentially be available for all 317 local authorities in England, it should be noted though that the 97 subscribing local authorities in Group One provide the answers to the national core HR metrics survey via a larger HR metrics survey. There will also be scope to expand this survey to add in the questions/ results of Local Government Association workforce survey data which cover training spend, training days, turnover, vacancy rates, sickness rates, and percentages of women, ethnically diverse, disabled staff in the top 5% of earners.
4. Provision should also be made for potential additional analysis and data interrogation of the LGA workforce capacity surveys with the above surveys results. The LGA workforce capacity survey captures council data on the use of agency staff and the current and future capacity of staff for seven key occupational groups. An outline of the information collected by these surveys is in **Appendix B**.
5. Pricing 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 local authority type should be provided. An example of a clear pricing/cost structure is provided in **Appendices D & E**.
6. 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 contract. Up to 20 days additional work without charge, over and above general improvement and maintenance work, is to be factored in for development and progressive improvement work on the survey outputs. The addition of new surveys may be charged.
7. Please include a price option for additional surveys. It is expected that there may be one additional survey a year, based on past experience, and a schedule of rates is required for future surveys if more are required.
8. Due to the length and potential value of this contract this tender is being included in the Government’s Contracts Finder database.

**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
* Provide a clear outline description of how you satisfy meeting the key functional requirements as bullet point listed in para 22, together with descriptions for meeting para 23 – 26 requirements. Appendix C provides a detailed specification listing and bidders are asked to reference how these elements are covered within your description of meeting the key functional requirements.
* In providing your descriptions of meeting the key functional requirements please also consider the evaluation criteria listed in the table in para 41.
* Clear structure of pricing and charges including day rates. VAT will be paid at the applicable rate (an example of a clear cost structure is given in Appendices D & E)
* 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 UK Data Protection law.

**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. Quality scoring will be undertaken on the basis of the approach below:

|  |  |  |
| --- | --- | --- |
| **Assessment** | **Detail** | **Score** |
| ***Adds Value*** | The evaluators are satisfied that the submission demonstrates clearly and convincingly how London Councils listed requirements are met against each criteria element and will add value – score 6 for adds value | **6** |
| ***Meets Requirements*** | The evaluators are satisfied that the submission demonstrates how London Councils listed requirements are met to an acceptable standard against each criteria element – Score 4 if all just meet requirements, score 5 if some elements are better than met | **4 or 5** |
| ***Minor Concerns*** | The evaluators consider that the submission demonstrates how most of London Councils listed requirements are delivered/met against each criteria element but there are areas of minor concern. – Score 3 if one not met and is a minor concern, score 2 if there are 2 or 3 minor concerns.  | **2 or 3** |
| ***Significant Concerns*** | The evaluators consider that the submission leaves them with significant concerns about the listed requirements being delivered in an acceptable manner for the criteria element being evaluated.  | **1** |
| ***Major Concerns / Unacceptable*** | Either* the evaluators consider that the submission fails to demonstrate how the listed requirements for the area being evaluated will be delivered or
* the evaluators have major reservations about the approach or solution proposed in the submission in relation to the criteria element being evaluated
 | **0** |

1. The quality element will be evaluated against the criteria given in the table below and your description of how you satisfy meeting the key functional requirements as bullet point listed in para 22 and other requirements in para’s 23 to 26.

|  |  |  |
| --- | --- | --- |
| Evaluation Criteria | Elements | Weighting |
| * 1. Functionality
 | Data Analysis: Can it perform a wide range of data analysis functions, including descriptive, diagnostic, predictive, and prescriptive analytics?Reporting: Is the reporting system flexible and capable of generating customised reports and dashboards?Data Visualisation: Can the platform create visually appealing and informative data visualisations, such as charts, graphs, and heatmaps? | 30% |
| * 1. Usability
 | User Interface: Is the platform user-friendly with an intuitive interface and relevant help/support for using the platform? | 10% |
| * 1. Data Export
 | Data Export Capabilities: Can you easily export data and reports from the platform for external analysis or archiving?Can the platform integrate with third-party tools, such as popular business intelligence solutions? | 10% |
| * 1. Performance
 | Performance: Can the platform handle the volume of data and users without performance issues?Scalability: Can it scale to accommodate growing data and user loads?User satisfaction: Methods for measuring user satisfaction and the success of the service | 5% |
| * 1. Data Security
 | Data Protection: Does the platform comply with relevant UK data protection regulations and offer good data security measures? | 5% |
| * 1. Understanding of local government
 | Understanding of the local government workforce environment and way in which data can be used to evidence organisational delivery, performance and decision making.  | 5% |
| * 1. Innovation
 | Suggested ideas for future innovations/development of the service  | 5% |

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 virtually during w/c 22 January 2024.

**Procurement Timetable**

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

|  |  |
| --- | --- |
| **Activity** | **Date** |
| ITT issue date | Friday 10 November 2023 |
| Deadline for receiving tenders | Wednesday 10 January 2024 – 12.00 midday  |
| Bidders potentially invited to demonstrate platform/ application | Week commencing Monday 22 January 2024 |
| London Councils’ evaluation of proposals | By Tuesday 30 January 2024  |
| Contractors informed of outcome | By Friday 2 February 2024 |
| Standstill period (10 days) | 2 February to 13 February 2024 |
| Contract awarded | w/c 12 February 2024 after Standstill period |

**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 **HR Metrics LC/2023/11/10** to arrive by **12.00pm (midday) on Wednesday 10 January 2024.**
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 Steve Davies via: Steve.davies@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 F**.

**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 outlined in Appendix 1 to the Terms and Conditions. These relate to:
* Intellectual Property rights; and
* Data sharing and Data Processing.

**Appendix A – Group One – The HR Metrics Club surveys required from April 2024 onwards**

| Survey | Bulk upload by Councils | Upload by online form | Online charts | Bespoke pdf report per council (and overarching version for London Councils and Regional Orgs) | Bespoke Scorecard per council (and overarching version for London Councils) | Customised Excel outputs | Raw data download |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Chief Officers' Pay | Yes (except for London boroughs where a single bulk upload option is also required for London Councils) | Yes | Yes | No | No | No | Yes |
| Pay & Benefits (excluding Social Care) | Yes | Yes | Yes | No | No | No | Yes |
| Pay & Benefits (Social Care) | Yes | Yes | Yes | No | No | No | Yes |
| Agency Children Social Workers pay & numbers data | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Agency Adult Social Workers pay & numbers data | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Permanent CSW pay packages | Yes | Yes | Yes | Yes | Yes | Possibly | Yes |
| DfE CSW data | No. The contractor will obtain the data from Gov.uk and upload it for all participating councils | Yes | Yes | Yes | Yes | No | Yes |
| Human Capital Metrics | No. Online form only | Yes | Yes | Yes | Yes | Yes - including charts | Yes |
| Chief Executives London Committee (CELC) Diversity, Service and Pay band survey | Yes – necessary total only, by uploader’s browser side aggregation | Yes | Yes – special custom charts (for generation by HR Metrics Service only) | No | No | Yes custom charts | No. Except on request by HR Metrics Service which requires raw data for checks. |
| HR Outputs | No. Online form only | Yes | Yes | Yes | Yes | No | Yes |
| Terms & Conditions | Yes | Yes | No | No | No | Yes | n/a |
| Trade Union membership & Facility Time | No. Online form only | Yes | Yes | Yes | Yes | Yes | Yes |
| HR Resources | Yes | Yes | No | No | No | Yes | No. Except on request by HR Metrics Service which requires raw data for checks. |
| Gender Pay Gap reporting | No. The contractor will obtain the data from Gov.uk and upload it for all participating councils | Yes | Yes | Yes | Yes | No | Yes |
| Pulse Surveys (ad hoc surveys created on-the-fly through a web interface by Regional Heads) | No | Yes | Yes | No | No | No | No |
| User surveys\* see footnote | No | Yes | Yes | No | No | No | No |
|  \*User Surveys allowing users to create smaller, one-off surveys to which other users can respond. Live results are displayed to respondents, and a comments area is available for users to discuss the survey and results in greater detail. All users 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 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. Email notifications for new user surveys, customisable by each user for instant notifications, or daily or weekly digest emails of new surveys. |

**Appendix B – Group Two – The NARE Workforce Metrics Group surveys and information collection required from April 2024**

**NARE Core Workforce Metrics – Annual Survey**

Note – Members of the HR Metrics Club Surveys provide these metrics via the Human Capital Metrics survey.

All metric definitions exclude schools’ employees

|  |
| --- |
| **1. Headcount 31 March** |
| Exclude temporary and fixed-term contract employees (unless they have more than one year’s service), seasonal/casual employees and agency.  |
| **2. Full-time equivalents 31 March** |
| The FTE of the headcount figure you have given for question 1 above.Exclude temporary and fixed-term contract employees (unless they have more than one year’s service), seasonal/casual employees and agency.  |
| **3. Age: headcount broken down by age bands** |
| Age bands - reflect NHS workforce data survey* Under 25
* 25 – 34
* 35 - 44
* 45 - 54
* 55 – 64
* Over 65
* Not known

The total of the above should be equal to your headcount figure in question 1.Exclude temporary and fixed-term contract employees (unless they have more than one year’s service), seasonal/casual employees and agency.  |
| **4. Average age of employee headcount on 31 March** |
| Total employee headcount age divided by total employee headcount (same headcount as given at question 1 above) |
| **5. Gender: headcount broken down by gender (sex)**  |
| Gender:* Male
* Female
* Total of Non binary and Intersex staff
* Prefer not to say, Not known categorisations

The total of the above should be equal to your headcount figure in question 1.Exclude temporary and fixed-term contract employees (unless they have more than one year’s service), seasonal/casual employees and agency. |
| **6. Ethnicity – headcount broken down by ethnicity** |
| Use the 2021 Census broad ethnicity categories in the left-hand column of the table below (the breakdown is given in the right-hand column)

|  |  |
| --- | --- |
| **White** | * English / Welsh / Scottish / Northern Irish / British
* Irish
* Gypsy or Irish Traveller
* Roma
* Any other White background
 |
| **Mixed/ multiple ethnic background** | * White and Black Caribbean
* White and Black African
* White and Asian
* Any other Mixed / Multiple ethnic background
 |
| **Asian/ Asian British** | * Indian
* Pakistani
* Bangladeshi
* Chinese
* Any other Asian background
 |
| **Black/Black British/ /Caribbean/ African**  | * Caribbean
* African
* Any other Black / Black British / Caribbean background
 |
| **Other ethnic group** | * Arab
* Any other ethnic group
 |
| Although not a Census category the questionnaire also asks for the headcount of those for whom their ethnicity is not recorded/not known - the % values by broad ethnicity category in the results will exclude these.  |

The total of the above should be equal to your headcount figure in question 1.Exclude temporary and fixed-term contract employees (unless they have more than one year’s service), seasonal/casual employees and agency. |
| **7. Percentage of staff declaring a disability 31 March** |
| Use the definition of disability under the Equality Act 2010:Having a physical or mental impairment that has a ‘substantial’ and ‘long-term’ negative effect on your ability to do normal daily activities.Include only employees that have declared yes or no to having a disability - exclude records that are blank or not known from both the numerator (headcount of employees with a disability) and denominator (headcount of employees). |
| **8. Total Headcount in Top 3 tiers of management**  |
| Top 3 tiers defined as Tier 1 - Head of paid service, reports only to elected mayor or the council executive committee, for example, chief executive.Tier 2 – Second tier manager, reporting to the head of paid service - for example, director, chief officer, strategic or executive director (ED)Tier 3 - Third tier manager, reporting to a second tier manager - for example, assistant director, head of service, deputy directors |
| 9**. Agency Headcount 31 March** |
| Headcount of agency workers working on a representative day in the final month of the period.Alternatively use the average headcount for the final month of the period. |
| 10**. Agency FTE 31 March** |
| FTE of agency workers working on a representative day in the final month of the period.Alternatively use the average FTE for the final month of the period. |
| **11. Temporary staff headcount 31 March**  |
| Temp staff headcount – short term contracted employees, not agency staff - (exclude casuals) - include staff on temporary or fixed term contracts of less than 12 months or who have less than 12 months' service.  |
| **12. Temporary staff FTE 31 March** |
| Temp staff FTE - short term contracted employees, not agency staff - (exclude casuals) - include staff on temporary or fixed term contracts of less than 12 months or who have less than 12 months' service. |

In addition, the following metrics from the Local Government Association Annual Workforce Survey questions and/or just the results should be considered for integration with the above survey: -

* Gross training expenditure (used to calculate Gross training expenditure per employee)
* Off the job training days (used to calc off the job training days per employee)
* Labour Turnover
* Vacancy rate
* Short term sickness absence rate
* Long term sickness absence rate
* Short term absence FTE days per employee
* Long term absence FTE days per employee
* Sickness absence FTE days per employee
* Percentage of top 5 percent of earners who are women
* Percentage of top 5 percent of earners who are from an ethnic minority
* Percentage of top 5 percent of earners who have a disability

Finally, provision should also be made for potential additional analysis and data interrogation of the LGA workforce capacity surveys with the above surveys results. The LGA workforce capacity survey captures council data on the use of agency staff and the current and future capacity of staff for seven key occupational groups experiencing recruitment and retention difficulties

* adult social care
* finance (in partnership with CIPFA)
* building control (in partnership with Local Authority Building Control, LABC)
* environmental health
* children's social care
* IT (in partnership with SOCITM)
* legal.

An outline of the information collected by each of these surveys for the relevant occupational group is:

* Full time equivalent (FTE) posts budgeted for on 1 April 2023.
* FTE employees at 1 October 2023
* FTE employees absent on long term sick or parental leave
* FTE posts vacant (even if covered by agency or interim workers)
* Last 3 years groups of professional grade staff with most vacancies
* Last 3 years most difficult job to recruit to
* Last 3 years level of difficulty in recruiting to a list of professional job roles
* Last 3 years level of difficult in retaining staff in a list of professional job roles
* Turnover rate
* Main reasons for leaving
* How many Agency staff or interims in post on 1 October 2023 – provide headcount and FTE number
* Expenditure on agency/ interims for the financial year April 2022 to March 2023.
* Level of difficulty in recruiting agency staff
* Net expenditure on training professional groups

**Appendix C – Detailed technical specification –** note requirements 57 to 90 are mainly applicable to the HR Metrics Club surveys but the principles outlined in terms of charts, graphs, format etc are applicable to the NARE Workforce Metrics Group surveys

|  |  |
| --- | --- |
| **Row No. For Ref Only** | **Item** |
| 1 | **General**  |
| 2 | Hosted software as a service, no installation or setup required.  |
| 3 | Accessible via secure login from commonly used web browsers. |
| 4 | Accessible on commonly used devices eg: PCs, iPads, smart phones etc |
| 5 | Full access-control |
| 6 | Two-factor authentication by TOTP/HOTP protocols |
| 7 | No user limit for each organization |
| 8 | No limit on the number of times users can generate reports, scorecards and other outputs. |
| 9 | User friendly - requiring no training prior to use (based on a good general understanding of applications in common use eg: MS Office, Google etc) |
| 10 | Provides documentation (knowledge base) on the application, including main features/tools and how to use the application. |
| 11 | Conducts a range of HR Metrics surveys, mostly annual but some may be twice yearly, quarterly or ad hoc. |
| 12 | Sets up 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. Also enables multi-question Pulse Surveys to be created on the fly by London Councils and by other Regional Heads through a web interface, with their own questions and conducted of other users. And one-off User Surveys (User-created mini surveys, that can be conducted by any user with write access to User Surveys) with a searchable library of previous User Survey subjects by key words. (See List of Surveys for more details.) |
| 13 | Accepts data as required in response to survey questions, these inputs can be text, whole numbers, non-whole numbers, true/false, dates, multiple-choice/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. Some calculated metrics in survey results will require data from other surveys/periods. 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. |
| 14 | Sub categories to be available within surveys - for example grouped questions/outputs eg: sickness metrics, HR casework metrics. |
| 15 | Provides named benchmarking reports of each council’s data against that of the other councils (details as per the items listed later in this specification). |
| 16 | Notifies, by email, all users with read/write and read only access rights to a survey when the survey results are ready/finalised. In addition for Pulse Surveys notifies by email, all users in the relevant region(s) about new surveys. |
| 17 | Surveys can be enabled and disabled (made invisible) for each council, depending on participation |
| 18 | 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. |
| 19 | Survey definitions and other supporting information (including Excel templates for data entry) to be available for users to download from the website. |
| 20 | Data migration of all data will be required, including all survey data, user data, User Survey data and permissions etc from the current system. |
| 21 | 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. |
| 22 | Backwards compatibility - Some councils use older versions of internet explorer IE - the application needs to be accessible/usable for users of older versions of IE (currently version IE11).  |
| 23 | ILB/OLB codes - each London borough 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 throughout online display and all reports. |
| 24 | Back-ups - regular off-site backups of all data |
| 25 | 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. |
| 26 | Restoring data - in the event of any loss of data the data must be restored within 72 hours. |
| 27 | Data Protection Act (including GDPR elements) or successor Acts - Complies with legislation on the collection, storage and processing of data and any specific requirements set out by London Councils. |
| 28 | Technical support - London Councils and other Regional Heads 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. |
| 29 | Other support - provision of a point of contact who will work with London Councils HR Metrics Service Team as required to ensure the surveys work effectively and meet future needs. This point of contact also to work with other Regional Heads as required to ensure the surveys work effectively. |
| 30 | Review meetings - up to twice a year to be available in person or by remote contact (eg: MS Teams, Zoom or telephone) to discuss/review with London Councils the operation of the services provided.  |
| 31 | **Granular permission control and System Admin** |
| 32 | The HR Metrics Service has a "Super Super" user for the system who requires access to all areas accessible to any other user and permissions to read/write all data and perform all actions across the system. |
| 33 | The HR Metrics Service "Super Super" User to have an Admin Control Panel that gives them all of the features of the Region-level admin control panel (given below), covering all users, surveys and regions. |
| 34 | Regional Heads' Admin Control Panel where Regional Heads/ regional level admins can: |
| 35 |  - See overview of the councils, superusers and users in their region |
| 36 |  - Set up new users for their region's councils and assign superusers (superusers are first nominated to the Regional Head by the Head of HR at the relevant council) |
| 37 |  - See overview of surveys being conducted in their region with summaries of responding councils |
| 38 |  - Open and close surveys for the current survey period |
| 39 |  - Add report appendices and scorecard summary texts including text formatting/tables |
| 40 |  - View and export usage data for users and councils within their region (including number of logins and recent activity). |
| 41 |  - Read/Write access to data for any council in their region in any survey, covering open and closed surveys. |
| 42 | Each Council has one or more superusers who see an overview of the users in their council and can set up and manage/delete other users for their own council and assign/remove appropriate access permissions (none, read-only or read/write) on per user, per survey basis by accessing/using their superuser Admin Control Panel. |
| 43 | Some councils require special arrangements to accommodate sharing arrangements they have in place for some services with other councils. These can include facilitating a choice of "organisation" to log into eg: Richmond, Wandsworth, Richmond & Wandsworth (this is required as these councils share some but not all services). Outputs also need to reflect this giving the appropriate "organisation" name for the data shown. Users can be assigned access to more than one council (with granular permissions per survey for each linked council), as well as shared-entities representing multiple councils sharing services - eg: Richmond and Wandsworth. |
| 44 | All data is transmitted over a secure connection |
| 45 | Provider to provide a password reset mechanism |
| 46 | **Data inputting** |
| 47 | Enable data entry by users with appropriate access permissions. |
| 48 | Survey respondents at the councils using the surveys can input/edit data directly into a secure web form or by end-user upload of customized Excel forms (in a specific, pre-determined format specified by London Councils) on the providers’ website. End-user bulk uploads as described in the sentence above are required for pay surveys and other surveys with a large volume of data to submit. (See List of Surveys for more detail.) |
| 49 | Part responses can be entered by users and saved (so they can come back later to complete their response.) |
| 50 | Simultaneous data edits by multiple users must be prevented/handled |
| 51 | The HR Metrics Service at London Councils to have read/write access to all councils’ data and all surveys. |
| 52 | 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. Data validation to include applying to uploads, and loose/fuzzy string-matching for multiple choice metrics. |
| 53 | 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.  |
| 54 | Provider required to obtain data annually direct from Gov.uk and upload it for subscribing councils for Gender Pay Gap Data (https://gender-pay-gap.service.gov.uk/) and DfE CSW Workforce Data Collection (https://www.gov.uk/government/collections/statistics-childrens-social-care-workforce) |
| 55 | Provider required to update pay survey data by the amount of annual pay award in years when the pay award is announced after the data has been partly or completely collected. Pay surveys to ascertain whether data councils upload includes that year's pay award and where it does not, the provider is to uprate the pay data given by the % amount of the pay award. This applies only to councils that apply the national pay awards and those with local conditions that mean that the same % award is made. |
| 56 | **Outputs required - the outputs currently required to be available for generation by users are:** |
| 57 | **General Requirements** |
| 58 | Ensure only those with appropriate access permissions can generate/view survey results |
| 59 | PDF outputs and, where relevant, custom outputs such as Excel outputs can be customised, at time of export, to include selected councils, regions and metrics |
| 60 | Cross region compatibility - Comparators can be selected for charts and reports by region, council type (inner/outer London, district, unitary, county) or by individual council |
| 61 | When selecting comparators for reports and other exports, all councils in the user's region with responses for that survey are selected by default, and the selection saved for future use. The comparators are grouped by council type and region, with buttons to quickly select/deselect all councils from each type or region. |
| 62 | **Charts**  |
| 63 | Users can generate a range of graphs, charts and heatmaps as appropriate on demand from the most up-to-date data. These graphs, charts and heatmaps can be viewed online and exported to MS Office Applications formats for further analysis or inclusion in presentations and/or local reports. Charts are accompanied by a data table showing the council names and figures used in the chart. The table is also downloadable to MS Office Applications formats. |
| 64 | 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. |
| 65 | 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. |
| 66 | Charts are colour-coded by region or heatmaps colour- coded relative to range number bands usually within quartile groupings |
| 67 | **Reports and Scorecards (eg: Human Capital Metrics, HR Outputs, GPG DfE CSW workforce data surveys)** |
| 68 | Generate tailored reports and scorecards. Each council, London Councils and each Regional Head can generate 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 and each Regional Head the overview of all councils in their region) for immediate download in PDF format. Council branding in PDF reports must accommodate branding guidelines from each council regarding logo positioning, use of colours and spacing, and fonts. Branding across web and reports also to reflect regional organisation of logged in user. Reports to include: |
| 69 |  front cover with name of survey and period, also the name of the council generating the report and their logo |
| 70 | ·contents page with page numbers for each metric (metrics to be grouped into theme areas - eg: staff numbers, sickness etc.) |
| 71 | ·bar charts for each metric showing the values and identities of each council and including a median line |
| 72 |  trend charts showing the recent trend data for the users’ council and the median value for inner or outer London; and different council types in other regions as appropriate. |
| 73 | ·tables of key data |
| 74 |  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) |
| 75 | ·descriptive/explanatory notes as required about each metric (to be provided by London Councils) |
| 76 | ·descriptive text stating the council's quartile position in London and in inner/outer London, or for different council types in regions 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). |
| 77 | ·a free-text appendix of notes (that will be provided by London Councils and other Regional Heads) |
| 78 | Each council's bar charts to show their data differentiated from the other councils'. |
| 79 | 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, or different council types in regions as appropriate. |
| 80 | 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.  |
| 81 | Reports run by users will exclude any metrics for which they did not provide data.  |
| 82 | Only those councils that have taken part in a survey can generate reports and scorecards for that survey. |
| 83 | Reports can be customised to include additional appendices. |
| 84 | Users can preview reports online and add their own free text to any page of each report for each survey/period, so that the text they have added will appear in the final pdf report that is generated. |
| 85 | 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. Also to provide same but with each regions' values, for each other region. |
| 86 | **Custom-designed Excel outputs to match client's design (for example for Trade Union, Terms and Conditions and HR Resources surveys).**  |
| 87 | Data to be uploaded by councils 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. |
| 88 | 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. |
| 89 | For example, the HR Resources survey outputs comprise an Excel workbook of 7 custom-designed spreadsheets including a table showing a compilation of free text entries per council; tables showing top-line summaries of average FTE employee numbers by 5 different categories, headcount and average of HR FTE ratios to workforce headcount and number of the survey responses by "as at" date; table of average FTE of HR by work type and grade band for all councils in the region; table of average FTE of HR by work type and grade band for Inner London; same for Outer London (in the case of London but by other council categories for other regions - ie: County/ Metropolitan Borough/Unitary council and District Councils) all values to be calculated from the data provided by each council in its custom-designed Excel upload form); table of outsourced HR work by council by work type with name of provider; table of shared HR work by work type with name of partner/partners. As this survey does not have a raw data export option. the provider will need to give the relevant Regional Head their councils' raw data on request to enable them to conduct data checks. |
| 90 | Custom Excel scorecard of London boroughs' Human Capital Metrics survey data for London or regional groups comprising median and mean values and overarching totals to include charts to be available to be generated.  |
| 91 | **Pulse Survey outputs** |
| 92 | Results to be available to view online (to superuser, or to all users according to settings) |
| 93 | Results to be available to export as csv and Excel formats |
| 94 | **Dashboard style outputs** - designs to be specified by London Councils and may include colour-coded maps, graphs/charts of various types, automated textual analysis of data/trends, user-inputted annotations, other infographic elements and per-council branding. |
| 95 | **User Survey Outputs** - as set out in footnote to List of Surveys table (attached) |
| 96 | **Raw data export -** Users can export survey data in raw form into Excel or CSV format. |
| 97 | **Customer satisfaction** |
| 98 | **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: |
| 99 | type (eg: login, create new user, generate chart, generate report, generate scorecard etc.) |
| 100 | user |
| 101 | council |
| 102 | council type |
| 103 | region |
| 104 | survey |
| 105 | date |
| 106 | **Changes** |
| 107 | Minor changes: Branding changes (eg: where a council changes its logo/corporate colours), adding to dropdown options in surveys, changing validation rules, and the annual updating of custom Excel surveys to reflect increases in nationally agreed rates (eg: redundancy statutory minimum amount, sleeping-in duty allowance). These changes should be made free of additional charge. |
| 108 | Major changes - including adding new surveys to be subject to agreement between the contract parties without extra charge up to a total of 20 days' work per annum. Administered by a change request process. Additional changes over the 20 working days to be subject to discussion and agreement these may be chargeable (subject to a change process, provision of specification, quotation etc). |
| 109 | In addition, and at no extra charge changes to accommodate changes to sharing arrangements between councils as required - examples below: |
| 110 | Accommodation of the fact that from time to time councils 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.) |
| 111 | Adjustments due to councils sharing or ending sharing arrangements with other councils - eg: changes to user/councils combinations - for example when councils 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 councils may share a super user, and in some cases a single super user will cover several councils. |

**Appendix D – Pricing/ Costs for Group One – HR Metrics Club Surveys**

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Part A – Staff Input  | Day rate £ | Days offered on contract Year 1 | Days offered on contract Year 2 | Days offered on contract Year 3 | Total days offered over 3 years |
| E.g. Project Manager |  |  |  |  |  |
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| Totals |  |  |  |  |  |
| Part B – Staff charges |  | Year 1 Total | Year 2 Total  | Year 3 Total  | Contract Total |
| E.g. Project Manager |  |  |  |  |  |
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| Sub Total – excl VAT |  |  |  |  |  |
| Part C – Non staff charges |  | Year 1 Total | Year 2 Total | Year 3 Total | Contract Total |
| E.g. Software licence |  |  |  |  |  |
|  |  |  |  |  |  |
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| Sub Totals – excl VAT |  |  |  |  |  |
|  |  |  |  |  |  |
| Part D – Full Price  |  | Year 1 Total | Year 2 Total | Year 3 Total | Contract Total |
| Part B + C - Excl VAT |  |  |  |  |  |
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| Part E – Costs per Authority type |  | Year 1 | Year 2 | Year 3 |  |
|  London borough / County/ Metropolitan council |  |  |  |  |  |
| Unitary authority |  |  |  |  |  |
| District council |  |  |  |  |  |
|  |  |  |  |  |  |
| Part F - Additional costs  |  |  |  |  |  |
| E.g. additional cost per survey or specific report – excl VAT |  |  |  |  |  |
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**Appendix E – Pricing/ Costs for Group Two – NARE Workforce Metrics surveys**

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Part A – Staff Input  | Day rate £ | Days offered on contract Year 1 | Days offered on contract Year 2 | Days offered on contract Year 3 | Total days offered over 3 years |
| E.g. Project Manager |  |  |  |  |  |
|  |  |  |  |  |  |
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|  |  |  |  |  |  |
| Totals |  |  |  |  |  |
| Part B – Staff charges |  | Year 1 Total | Year 2 Total  | Year 3 Total  | Contract Total |
| E.g. Project Manager |  |  |  |  |  |
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|  |  |  |  |  |  |
| Sub Total – excl VAT |  |  |  |  |  |
| Part C – Non staff charges |  | Year 1 Total | Year 2 Total | Year 3 Total | Contract Total |
| E.g. Software licence |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| Sub Totals – excl VAT |  |  |  |  |  |
|  |  |  |  |  |  |
| Part D – Full Price  |  | Year 1 Total | Year 2 Total | Year 3 Total | Contract Total |
| Part B + C - Excl VAT |  |  |  |  |  |
|  |  |  |  |  |  |
| Part E - Additional costs  |  |  |  |  |  |
| E.g. additional cost per survey or specific report – excl VAT |  |  |  |  |  |
|  |  |  |  |  |  |

**Appendix F - 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.