

1st October 2015

Dear Sir/ Madam,

**Request for Proposal (RFP) for the implementation of a Group ERP system.**

You are invited to respond to the following request for proposal for the supply and provision of a new Group ERP system and relevant services to support its implementation. This document and any relevant supporting documents should provide all information required to formulate a response to the RFP.

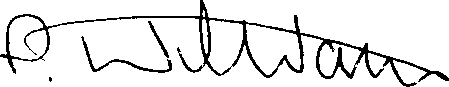
Your response **MUST** be submitted via email to Paul Williams at the email address below with the closing date for proposal submissions no later than **23rd October 2015**. All relevant supporting documentation **MUST** also be included in this submission. Any queries please contact me using the below details. You must also confirm by **9th October 2015** via email if you intend to respond to this proposal.

If you need any further details regarding this RFP you can send a message to me using the below details. Any queries should be raised in writing, via e-mail and in any case no later than 7 (seven) days before the closing date. Responses to individual queries, where appropriate, will be copied to all proposers.

Proposals will be awarded with regard to Cape plc achieving best value for the supply of the product / service taking into account the questionnaire, schedule of prices and your response to the various items listed in the enclosed Notice to Proposers. You may be asked to attend a post proposal interview/ presentation and enter into post proposal clarification discussions.

The person to contact in the event of any further information being required in the first instance is myself, via telephone or email, provided below.

Yours faithfully,



Paul Williams

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**Cape plc**

### RFP for the implementation of a new ERP System

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# Background

### Background Information

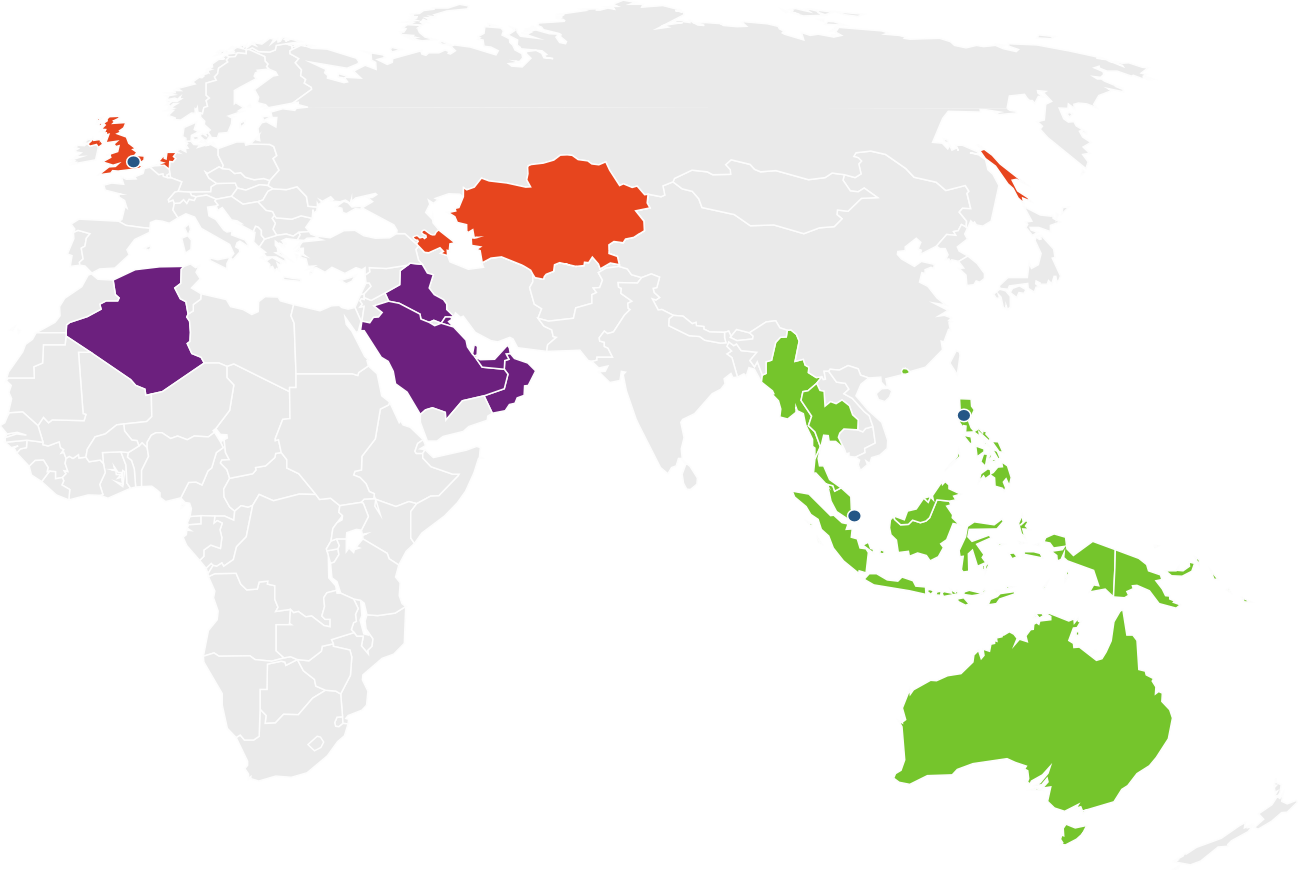
Cape is an international leader in the provision of critical industrial services principally to the energy and natural resources sectors. Providing multi-disciplinary services including access, insulation, coatings, passive fire protection, refractory linings, environmental services, oil and gas storage tanks and heat exchanger replacement and refurbishment throughout the construction phase.

Cape provides a wide range of essential maintenance in support of clients’ plant maintenance and shutdown programmes on their industrial assets. Working closely with clients on rejuvenation projects to devise an intelligent strategy to extend the useful life of ageing industrial assets.

Cape also delivers a broad range of services to support decommissioning activities, from the provision of access through to industrial cleaning.

Cape's 18,500 people deliver safe, reliable and intelligent solutions both on and offshore. International coverage extends across the UK, Europe & CIS, Middle East & North Africa and Asia Pacific

### Cape Global Footprint



**India**

Exiting

**Malaysia**

**Manila –** Back office for Australia

**Philippines**

**Singapore**

OHQ

Managed from

Singapore

**Papa New Guinea**

**Indonesia**

**Australia**

**Hong Kong**

**Myanmar**

New Venture

**Thailand**

**Iraq**

Managed

from Saudi **Bahrain Qatar**

**Abu Dhabi**

**Azerbaijan Kazakhstan**

Exiting

**Russia**

**Saudi Arabia**

**UK CSS**

**UK SPIF**

**Oman**

**West Drayton**

HQ

**Netherlands**

Cape is segregated into three Regions, UK, CIS and Europe, MENA – Middle East and North Africa, and Asia Pacific – Asia and Australia. Each Region has its own contracts and WBS structure and a Regional Manager, Commercial Manager, Quantity Surveyors, Purchasing Personnel and Administrative Support. Finance, HR, Payroll, Health and Safety, IT and MIS can be shared resource across the business or several Regions.

Cape plc is requesting proposals from suitable suppliers for the provision of an integrated core business system providing the functionality to support financial management, human resource and payroll, Project and Contract Accounting, procurement, reporting and business intelligence.

### Current IT Systems

Cape has a number of different systems in use throughout the world. These are detailed below.

This RFP seeks a response for transitioning from the current ERP systems to an upgraded or new single instance ERP system which will continue to meet the business requirements and introduce some additional benefits or process improvements to the Cape Group.

It is expected that the proposed solution will enable many of the current key applications to be phased out. However, where you are planning to utilise existing systems please provide details of how these will be integrated with the proposed solution.

|  |  |  |
| --- | --- | --- |
| **Function of Application** | **Name of Application** | **Application Purpose** |
| **Asset Management (Own equipment)** | Jaama Asset Management SAP  PerPayin Pronto Excel Asset Pal  SMS .NET | * Fleet Management * Asset Management * Equipment management * Plant maintenance |
| **ERP** | SAP 4.7  Sage 100  Sage 300  Sage 200  Sage 500 Evolution Pegasus Opera  MS Dynamics NAV Pronto  PerPayin  Material Advantage Excel  Access Scafftrack ONE S (1S) COINS | * Accounts Payable * Accounts Receivable * Credit Management * GL * Application & Certificates * Materials Management * Project Systems * Sales and Distribution * Other Projects (ISC- Offshore Singapore, CISGL Cape plc, ETM) |
| **Payroll Systems** | SAP  Sage Payroll Evolution  IC: Payroll PerPayin B-Plus  Nano Payroll ADP  Pegasus One S Mainland Paymaster  HRMS / Interact Excel  COINS | * Payroll Salary and Payroll Weekly |
| HR Systems | SAP  Peoplebank IC: Personnel Management PerPayin Paymaster Microsoft office Mainland  One S HRIS | * Human Resource |

|  |  |  |
| --- | --- | --- |
| Purchasing | SAP  Sage Job Costing PerPayin  Sage 300 Pronto | * Purchase order raising * Purchase order tracking * Invoice payment |
| Other – Time recording | Logitime T&A Plus a number of other systems | * Time and Attendance system |
| Other | EMS Fax Server | * Fax documents such as Purchase Orders to suppliers. Functionality will be required   in the new solution. |
| Other | Easy Software | * Document Management, attaches various types of scanned documents to associated   records. |
| Other | .Net systems | * Site systems, links to SAP/ETM to show scaffold material being utilised at site level. Scaffold movement system; and * Links to ETM to move scaffold material around Yards and Sites and creates the   appropriate shipping document. Functionality needs to be retained for both. |
| Other | E-Mail | * Functionality to e-mail documents directly from the system. |
| Other | C Series (SAP Output file)  Laureloli PayPower | * All Bacs payments. |
| Other | SAP BC Business  Connector | * Inland Revenue submissions |
| Other | Adhoc Custom Uploads | * Excel/Word/CSV, Timesheets, COST RECOGNITION’s. |

# System Specification

### Introduction

###### Background to this RFP

Cape is currently engaged in a project to select an ERP solution having been assisted by a professional services organisation.

###### Detailed system requirements

In order to obtain a detailed understanding of the organisation’s requirements for an integrated system a formal requirements gathering exercise was conducted and detailed requirements documented. These detailed requirements provide further information on the functional requirements listed below and the following additional requirement areas.

* Functional requirements – desired system functionality;
* Non-functional requirements – system, support, training, current installed base, usability, information security and pricing details for the system proposed;
* Technical – the technical and infrastructure requirements for the system proposed;
* Data – the information/data that needs to be captured by the system; and
* Reporting – the reporting needs of the organisation from the system.

###### Cape’s IT Infrastructure arrangements:

Cape’s preference would be a fully managed hosted solution but are open to discuss all options regarding Infrastructure. The global solution however needs to be resilient and supported by a 24 \* 7 \* 365 support agreement.

This IT solution is to meet Cape’s needs in the following areas: Financial Management

* General Ledger;
* Accounts Receivable and Payable;
* Bank Management;
* Fixed Assets;
* Shared Services Support;
* Cost Accounting;
* Intercompany Accounting and Consolidations;
* Flexible Corporate Structure;
* Multi-currency capabilities; and
* Ability to drill down the information trails to the source document.

Human Resources

* Employee’s Master Record (Name, Address, NI Number, Date of Birth, Marital Status, Nationality, Bank Details);
* Other elements of employee record (Personnel area, start date, leave date, job title, TUPE details, Various forms, e.g. D&A, contract & received date, Lodge Forms, Basic Hours, Pay rates, basic, overtime, sickness, lodge, Holiday entitlement, Insurance rates, WBS number, Tax Details – P45/P46 info, National Insurance, Childcare vouchers, Court orders, Pension details, Car allowances, Absences, Skills information, scaffold cards etc.;
* Real time monitoring;
* Equal ops information;
* Scanned documents ability;
* User access levels to be easily configurable;
* Ability to drill down the information trails to the source document; and
* Ability to transfer the basic details from internet applications with full integration between website and system.

Payroll

* Employee Master Record;
* Leavers;
* Leavers Process;
* Hazardous Materials;
* Timesheet Entries (Basic, Overtime, Night shift, Lodging, Lodge retainer, Radius allowance Fares, Periodic Fares, Holidays, travel time, Bonus etc.;
* Absences;
* Pay Rates and Travel Rates (NAECI, TICA, CIJC, Offshore, Others.);
* Payroll Processes (6 Payrolls with another 1 to be added);
* Holiday Accruals;
* Holiday Payments – annual and statutory;
* Sick Pay;
* All statutory payments – SSP/SMP/SAP court orders, Share save schemes, Childcare vouchers, Pensions, Union deductions;
* Retro Payments;
* Payslip history;
* Payslip simulation;
* Payslip, P60 and P45 printing;
* E-filing;
* Add-Ons to contracts (WBS) via Payroll Process;
* Posting payroll information to accounts;
* Grossing up payments;
* Facility to e-mail payslips rather than print and post;
* Training Records (Scaffolders registration cards, Safety Passports, Protective equipment issued, inductions, security clearances, Medicals;
* All training records including date, expiry dates, vendor, certificate number, days etc.
* Fast entry;
* Scaffolders Registration Cards, ACAD Cards etc.;
* Face fits;
* Add, remove or amend course titles;
* GRN;
* PDR (Personal Development Reviews);
* Competency Assessments;
* Ability to drill down the information trails to the source document; and
* International (Offshore) Service Company configuration – Ability to run a UK payroll system whereby the Employers NI is excluded. All statutory benefits, SSP, SMP etc. to be calculated as per UK calculation not taken into included in Inland Revenue information (P35, P60) but with facility to pay in gross pay.

Project and Contract Accounting

* Budget setup;
* Cost Value Reconciliation CVR’s;
* WIP;
* Contract Types;
* Ability to drill down the information trails to the source document; and
* Ability of Application and Certification for Authenticated Receipt and Self Billing with regards to Industry Solutions for the Civil and Engineering Industry.
* Capture actual progress on a project
* Recognise revenue based on fixed rules Procurement
* Supplier Management;
* Requisitions;
* Purchase Orders; and
* Ability to drill down the information trails to the source document.

Reporting and Business Intelligence

* Business Intelligence Features;
* Sales Reports;
* Labour Reports;
* Return on Sales Reports;
* Overhead Reports;
* Cash Balances Reports;
* Assets Reports;
* Cost to come and Commitment reporting
* Plan or Budget v Actual reporting
* Payroll Reporting as per features mentioned above;
* Training Records Reporting;
* HR Reporting; and
* Ability to drill down the information trails to the source document.

Own Plant / Hired Plant and Scaffold Material

* Own Plant / Hired Plant (Certification Tracking, View Certs, Unit History, HAVS Records Maintenance Records etc.);
* Scaffold Material;
* Fleet Management; and
* Ability to drill down the information trails to the source document.

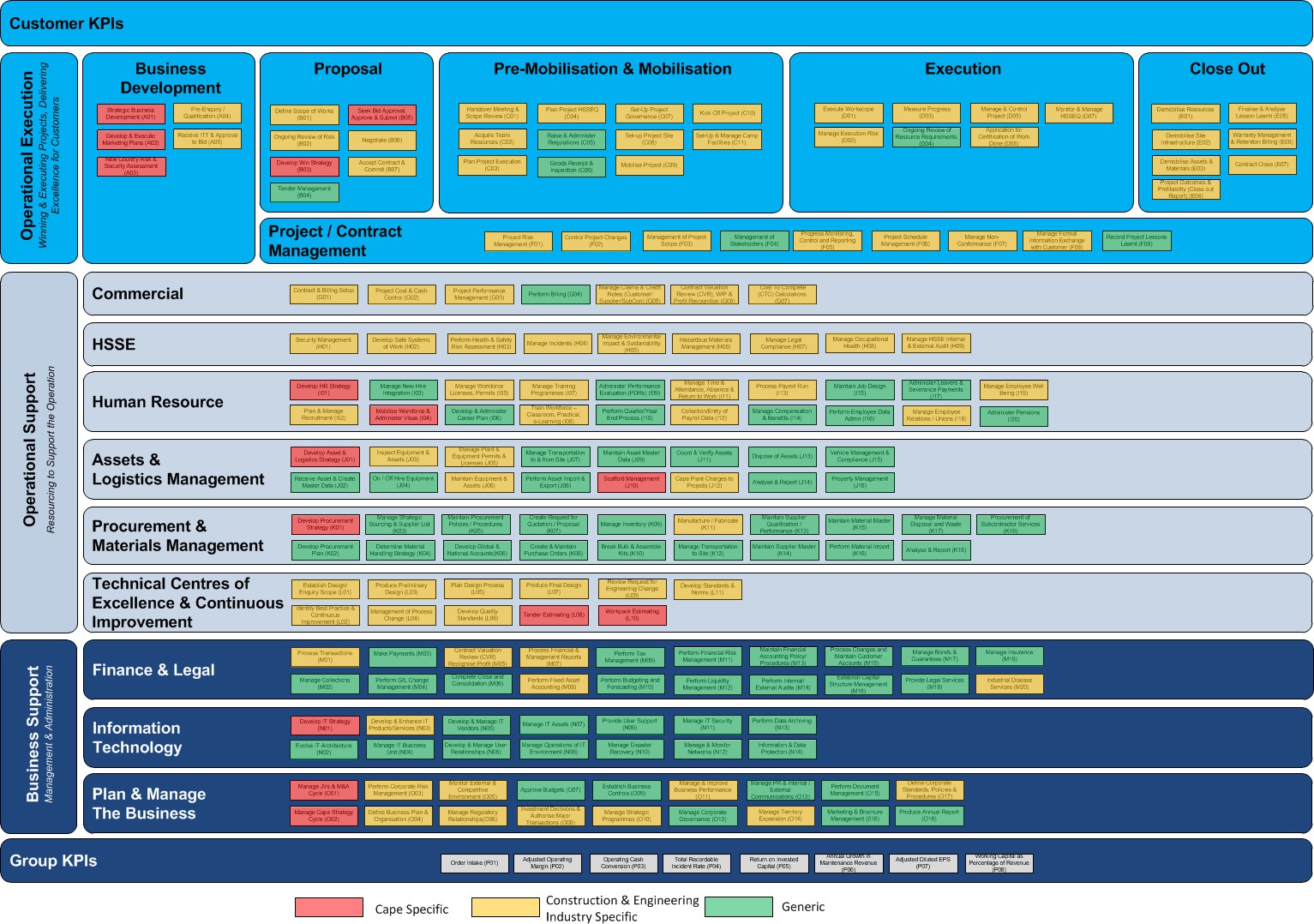
Full details on the system requirements are provided separately to this document in the Requirements Matrix Spreadsheet.

As part of the requirements gathering activity a number of Benefits, KPI’s, Key Data Elements and Design & Implementation Principles have been established. These are detailed in the following sections. In your response please indicate how your proposed solution would enable or adhere to these, or provide an improvement.

**Top 10 Identified Benefits**

|  |  |  |
| --- | --- | --- |
| **No.** | **Benefit** | **Enabler** |
| 1 | Reduced Contract Losses | Improved contracting and Project Management |
| 2 | Improved Margin on Contracts | Improved controls, standardisation, visibility and increased contract win rate |
| 3 | Overhead Labour Savings | Improved and more accurate and timely data input |
| 4 | Improved Labour Scheduling and Utilisation | Better workforce visibility and scheduling |
| 5 | Reduction of Ghost labour / Labour Overpayment | Improved controls and visibility of project costs and trends |
| 6 | Improved Asset Utilisation | Improved controls and visibility across regions and globally |
| 7 | Better negotiated supplier contracts and volume rebates | Better visibility and control across regions and globally on past and predicted future spend |
| 8 | Reduced Working Capital | More efficient processing and better credit and cash management |
| 9 | Lower IT Maintenance Costs | Decommissioning of existing range of software for the new ERP |
| 10 | Reduced MENA cash floats | Improved visibility and centralised management of MENA cash. |

**Identified Processes**



**Top Identified KPi’s**

|  |  |  |
| --- | --- | --- |
| **No.** | **KPI** | **Description** |
| 1 | **Labour Cost as Percentage of Turnover** | Labour cost (+sub cons?) as % of T/0 |
| 2 | **Labour utilisation** | Labour utilisation rate (how many hours used of the available hours) |
| 3 | **Utilised Managed Assets** | Utilised managed assets as a % of total managed assets |
| 4 | **Gross Profit** | Gross profit % |
| 5 | **Net Profit** | Net profit % |
| 6 | **Maintenance Income Percentage** | Percentage of work that will reoccur without having to be resold or rebid (portfolio percentage). Referred to as Maintenance percentage - based on proportion of work that is maintenance |
| 7 | **Overheads** | Overheads as a % of T/O |
| 8 | **Operating Profit per employee** | Operating Profit per employee |
| 9 | **Days’ worth of Turnover in**  **signed order bank** | Days’ worth of T/O in signed order bank |
| 10 | **Bid/Quote Conversion rate** | Bid/Quote Conversion rate |
| 11 | **Selling, Bid and Marketing**  **Costs** | Selling, bid and Marketing costs as a % of T/O. NB - Cape do not currently track bidding costs against a code in ERP, so don’t fully understand bid costs. |
| 12 | **Percentage of debtors over 60**  **days old** | % of debtors over 60 days old |
| 13 | **Percentage of retentions over**  **12 months old** | % of retentions over 12 months old |
| 14 | **WIP days** | WIP days |
| 15 | **Return on Capital employed (managed assets) (ROMA)** | Return on Capital employed (managed assets) |
| 16 | **Percentage of profit repatriated**  **to Group as cash** | % of profit repatriated to Group as cash |
| 17 | **Effective Tax Rate** | Effective tax rate |
| 18 | **Gross Profit per Employee** | £ GP per employee |
| 19 | **Net Profit per Employee** | £ NP per employee |

|  |  |  |
| --- | --- | --- |
| 20 | **Square Metres of Insulation/Painting/Blasting per employee per day** | Square metres of insulation/painting/blasting per employee per day |
| 21 | **Linear metres of tube erected/dismantled per employee per day** | Linear metres of tube erected/dismantled per employee per day |
| 22 | **Rework percentage** | Rework percentage (total meters insulated/painted divided by metres that have to be reworked) |
| 23 | **Percentage of high value work v base services** | Percentage of high value work v base services. Related to outage on a facility, where outage work is high value, but maintenance during uptime of facility is "loss leader" |
| 24 | **Debtor Days** | Debtor days |
| 25 | **Combined WIP & Debtor Days** | Combined WIP + debtor days |
| 26 | **Creditor Days** | Creditor days |
| 27 | **Stock Days** | Stock days |
| 28 | **Free Cash Flow** | Free cash flow |
| 29 | **Number of near misses** | Number of near misses reported per 1000 people p.a. (incentivise people to increase this number to drive up reporting). |
| 30 | **Customer satisfaction scores** | Customer satisfaction scores |
| 31 | **Days’ worth of Turnover in the pipeline of Quotes** | Days’ worth of Turnover in the pipeline of Quotes |
| 32 | **Order Book Days** | Days’ worth of signed orders |
| 33 | **Quote/order conversion rate** | Quote/order conversion rate |
| 34 | **Measure of forecasting accuracy v outturn. (For FDs**  **etc.)** | Measure of forecasting accuracy v outturn. (For FDs etc.) |
| 35 | **Percentage of contract**  **business to maintenance business** | % of contract business to maintenance business |
| 36 | **Order Intake (£m)** | Orders agreed and signed in the period |

|  |  |  |
| --- | --- | --- |
| 37 | **Adjusted Operating Profit Margin (Percentage)** | Adjusted Operating Profit Margin (%) |
| 38 | **Return on Invested Capital (Percentage)** | Defined at Group level as adjusted operating profit divided by the accounted value of equity plus adjusted net debt. At a regional level it is defined as adjusted operating profit divided by net trading assets. |
| 39 | **Annual Growth in Maintenance Revenue (Percentage)** | Annual growth in revenue related to maintenance contracts. Target is year on year growth. |
| 40 | **Adjusted Diluted EPS (pence)** | Profit after tax on continuing operations excluding exceptional and other items expressed as a percentage of the weighted average number of ordinary shares in issue during the year adjusted to assume conversion of all potentially dilutive ordinary shares |
| 41 | **Operating Cash Conversion (Percentage)** | Operating cash flow divided by adjusted operating profit |
| 42 | **TRIR - Total Recordable Incident Rate** | Total number of incidents divided by the number of hours worked during the year measured on a per million basis |
| 43 | **Working Capital as a Percentage of Revenue (Percentage)** | Working Capital as a Percentage of Revenues |
| 44 | **Total recordable injuries** | Total recordable injuries |
| 45 | **Lost Time Incident Frequency**  **(LTIF)** | Lost Time Incident Frequency |
| 46 | **Offshore Execution** | Weekly plan attainment figure of >80% measured from Primavera planning KPI (along with emergent work less than <6% unless safety or production critical - needs approval from OIM) |
| 47 | **Execution Efficiency** | Total man hours spent per m2 for surface prep and fully coat Pipework = 7 hours per m2  Structural steel = 5 hours per m2 |
| 48 | **Performing to planned productivity levels** | Schedule development in-line with the required labour profile for the specific project/maintenance work Similar to other productivity measures, see comments to right - currently determining how to quantify / measure this. |

|  |  |  |
| --- | --- | --- |
| 49 | **Scope Conformance / Change [Non-Conformance]** | Levels of re-work or non-conformance / specified compliance for the project |
| 50 | **Innovation & Skills** | Promotion of best practice across the site system and any innovations within the business shared. |
| 51 | **Man-hour rates - raw - standard and actual** | TBC |
| 52 | **Productivity measures (discipline specific)** | Productivity falling behind plan. Inefficient use of labour, materials, subcontractors; therefore job profitability will probably fall |
| 53 | **Golden rule compliance** | 8 Golden Rules as briefed to business |
| 54 | **Number of fatalities** | No fatalities deemed acceptable |
| 55 | **Secure Order Book** | Secured order book maintained in line with budget. |
| 56 | **Breaches of asbestos**  **procedures** | Breaches of asbestos procedures |
| 57 | **Number of HSSE Prosecutions** | Prosecutions relating to offences against Health, Safety and Environmental legislation. (Including road traffic offences) |
| 58 | **Delivery of Group Safety Audit Programme** | Percentage compliance i.e. number of audits completed ÷ Number of audits scheduled on audit plan |
| 59 | **Serious Environmental Incidents** | Major spills or releases that have caused environmental harm to water courses etc. (including those resulting from road  traffic accidents) |
| 60 | **Asset Failure** | Failure causing major damage to plant or property (including vehicles) i.e. major and serious categories as defined in CMS GPR 08 |
| 61 | **Industrial Disease** | Number of industrial diseases or work related conditions reported. Reportable disease are as specified in procedure CMS GPR 08 (Appendix). |

**Top Identified Data Elements**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No** | **Area** | **Process Level 1** | **Data Element** | **Short Description** |
| 1 | Operational Execution | Business Development | Marketing Plan | Annual / periodic view of Marketing plan and approach |
| 2 | Operational Execution | Business Development | Prospect Master Record | Globally consistent code for prospects to allow linking and reporting of forecast and interactions with the given prospect. |
| 3 | Operational Execution | Proposal | ITT's and RFP's | Customer documentation requesting information and proposal |
| 4 | Operational Execution | Proposal | Bids and Responses | Cape documents supporting the bid |
| 5 | Operational Execution | Proposal | Standard Estimating Models | Approved standard scaffolding designs - where no specific design required |
| 6 | Operational Execution | Proposal | Estimating Norms - resources and materials | Records of standard estimating norms used for estimating |
| 7 | Operational Support | Mobilisation / Execution | Cape Depot / Cape Yard | Physical location for holding materials and assets within a country to supply on  to sites - could include manufacturing sites |
| 8 | Operational Support | Mobilisation / Execution | Site | Physical site location |
| 9 | Operational Support | Mobilisation / Execution | Location on Site | Location within a site or yard for storing and issuing materials and assets |
| 10 | Operational Execution | Project Management | Maintenance Project | Maintenance project master record used to record associated costs and revenue |
| 11 | Operational Execution | Project Management | Construction Project | Construction project master record used to record associated costs and revenue |
| 12 | Operational Execution | Project Management | Project Hierarchy | Hierarchy linking projects together to master contracts and/or business unit |
| 13 | Operational Execution | Project Management | Project WIP | Record of costs and revenue for all open projects |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 14 | Operational Execution | Commercial | Global Customer Master | Globally consistent code for major customers to allow linking and reporting of revenue and interactions with the  given customer. |
| 15 | Operational Execution | Commercial | Country Customer Master | Customer master record - usually at country level |
| 16 | Operational Execution | Commercial | Customer Ship-To | Customer record reflecting site or  location |
| 17 | Operational Execution | Commercial | Customer Bill-To | Customer invoicing master record |
| 18 | Operational Execution | Commercial | Contracts and Billing Plans - Construction | Information and details of current construction contracts |
| 19 | Operational Execution | Commercial | Contracts and Billing Plans - Maintenance | Information and details of current maintenance contracts |
| 20 | Business Support | HSSE | HSSEQ Policies and Procedures | Master records of policies and procedures |
| 21 | Business Support | HSSE | Incident Location | Master record against which incidents are assigned as incurred |
| 22 | Business Support | HSSE | Incident Records | Incident records |
| 23 | Business Support | HSSE | Hazardous Material Master | Record of material master classified as hazardous |
| 24 | Business Support | HSSE | Hazardous Materials Movements | Location data linked to hazardous material master records |
| 25 | Business Support | HSSE | Scaffold Inspections and Site H&S Inspections |  |
| 26 | Operational Support | Human Resources | HR Master Record | Master record of employees details |
| 27 | Operational Support | Human Resources | Payroll record | Record of employee pay rates and structure |
| 28 | Operational Support | Human Resources | Training and competence record | Records of employees skills,  qualifications, competence and training plans etc. |
| 29 | Operational Support | Human Resources | Resource schedules | Resource forecast and plans |
| 30 | Operational Support | Assets & Logistics Management | Scaffolding Master Record | Specific scaffolding master used to control and manage scaffolding assets |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 31 | Operational Support | Assets & Logistics Management | Fixed Assets (non-scaff) | Fixed asset master record for all assets excluding scaffolding and vehicles. |
| 32 | Operational Support | Assets & Logistics Management | Fleet Management - Owned vehicles | Asset master record for owned vehicles |
| 33 | Operational Support | Assets & Logistics Management | Fleet Management - Hired vehicles | Asset master record for leased vehicles |
| 34 | Operational Support | Procurement & Material Management | Global Supplier Master | Globally consistent code for major suppliers to allow linking and reporting of expenditure and interactions with the  given vendor. |
| 35 | Operational Support | Procurement & Material Management | Country Supplier master record | Supplier master record - usually at country level |
| 36 | Operational Support | Procurement & Material Management | Manufacturing site | Covered through Cape Yard Locations above |
| 37 | Operational Support | Procurement & Material Management | Storage location | Covered through Locations on Site above |
| 38 | Operational Support | Procurement & Material Management | Material | Reference for any material held as a raw material or a manufactured good. |
| 39 | Operational Support | Procurement & Material Management | Bill of Material | Breakdown of raw materials required to manufacture a finished product (e.g.  insulation) |
| 40 | Operational Support | Procurement & Material Management | Purchase Order | Open PO's may need to be migrated into a new ERP solution to allow receipting and invoice matching to take place |
| 41 | Business Support | Finance | Chart of Accounts - Group | Group chart of accounts used for group consolidation |
| 42 | Business Support | Finance | Chart of Accounts - Local posting accounts | Local posting chart of account |
| 43 | Business Support | Finance | Chart of Accounts - Regulatory reporting accounts | Local regulatory chart of accounts - required for country specific regulatory reporting - could be different from local  posting chart of accounts |
| 44 | Business Support | Finance | Cost Centres | Cost centre to group and report costs |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 45 | Business Support | Finance | Profit Centre / Business Unit | Used to associate revenue and costs to  global business units (e.g. CSS revenue for each country) |
| 46 | Business Support | Finance | Trial Balance | General ledger balances - to include relevant historical data (assume one year for comparatives). |
| 47 | Business Support | Finance | Accounts Payable Open Items | Open supplier invoices etc. |
| 48 | Business Support | Finance | Accounts Receivable Open Items | Open customer invoices etc. |
| 49 | Business Support | Finance | Insurance Contracts | Master record of insurance contracts used to manage and track insurance |
| 50 | Business Support | Finance | Bank Account - Global | Linkage to associate all bank accounts to global master record (e.g. Barclays) |
| 51 | Business Support | Finance | Bank Account - country | Local country specific bank account master record |
| 52 | Business Support | Finance | Long term forecast | Long term view of business plans up to 5 years |
| 53 | Business Support | Finance | Annual budget and forecast | Annual budget for each business unit to include quarterly forecasting. |
| 54 | Business Support | Information Technology | IT Asset Master | Globally consistent code for IT equipment including mobile telephones and all IT hardware. Management and  tracking of licences. |
| 55 | Business Support | Plan & Manage the Business | Business and Divisional Strategy | Annual / periodic view of business and divisional strategy |
| 56 | Business Support | Plan & Manage the Business | GRC Data | Group risk register to support management and tracking of corporate risks, Audit action data, regulatory data |

**Design Principles**

## Design principles provide a foundation and decision-making structure for the project:

Design a solution to provide flexibility and scalability

**Overall Principles**

Globally standard processes, data and procedures will be adhered to

Use out-of-the-box functionality, provided by enduring solution vendor(s) Configure not customise

Any interfaces will be automated where possible

“Best of Breed” vs “Full ERP” will be considered

A modular approach will be adopted to support incremental implementation Multi language support will be considered

The optimum location at which business operations / processes should occur will be considered

**Process**

**Principles**

Industry good [best] practice business processes will be adopted wherever possible

Local variants will be considered if their absence will increase cost, impact on revenue/contract requirements, conflict with legal / regulatory obligations

A single source for all core master core data is preferred - decision to me made for core master data

A new ERP system will be used as the sole primary General Ledger for all Cape’s divisions and business units

Workflow will be used to provide efficiencies and embed best practice Connectivity with customers and the supply base will be considered

**Technology**

**Principles**

**Security Principles**

A decision will be made whether to adopt a cloud\* based managed solution vs. on premise

The solution shall be easy to support using commercially available skills

The solution shall not introduce customisations that invalidate vendor support Industry proven applications will be preferred (not cutting edge)

Data will be captured once as close to source as possible and made available where required

All users will require unique accounts subject to authentication controls linked to Cape Active Directory in order to access the ERP system

A role based security approach will be adopted

A risk based approach to controls will be followed, implementing automated preventative business process controls where possible as opposed to manual detective controls

Improved controls will be emb1e8dded to address compliance & business conduct

**Implementation Principles**

## The following are a build on the Compass design principles, and are intended to set out the approach toward the implementation of a new GSA

A Steering Committee comprising appropriate representation from Cape and the vendor / implementation partner(s), will be the ultimate guiding / decision making authority for the project, and will report to the Cape Board.

**Overall Principles**

Decision making will aim to minimise the inherent risk of systems replacement to core operations. A risk & issue register will be maintained and regularly reviewed with escalation to the SteerCo. if set tolerances are exceeded.

rd.

The Project Team will be a blend of Cape and 3 party ERP technical / implementation expertise, but knowledge transfer to

Cape will be at the heart of the plan.

Sufficient scale / speed, and hence resourcing, is required to ensure the selected ERP solution and accompanying best of breed components can be deployed globally within 3 years.

Change mgmt., training and acceptance testing will be prioritised as vital to the successful adoption of the new systems. Contingency planning (including roll back) will be planned in detail and rehearsed prior to each go-live.

A period of post go-live support for each site will be factored into deployment plans. Application support capability will be in place in line with the deployment schedule. Deployment s will run in parallel where time constraints necessitate and resources allow.

Different principles may be adopted in different regions / countries to accommodate local factors / restrictions.

### Deployment Sequencing

**Phased vs. Single Deployment**

Sequencing to be driven by the best compromise of benefit realisation and risk management.

The concept of a pilot site will be adopted, to prove new technology / processes and gain buy in. The pilot site will be as representative of the wider business as possible, and ideally English speaking.

In MENA, Asia and CIS, the aim will be to go live in an initial country, followed by a single deployment to the remaining countries. This will be flexed as required for each region.

The sequence and timing of organisational changes associated with the new GSA will be considered and determined prior to the first go-live.

The deployment sequence will be agreed and base lined in Phase 2, but will be reviewed during phase 3 and may change if benefit and risk factors change. Authority to change the sequence will sit with the SteerCo.

The initial functionality to be deployed to each site will be a balance of benefit realisation including speed of deployment, and risk

**Functionality to**

**be deployed**

factors.

It is possible not all sites will receive the full functionality – the decision will be based on need / benefit, capability and resourcing at the site, and cost.

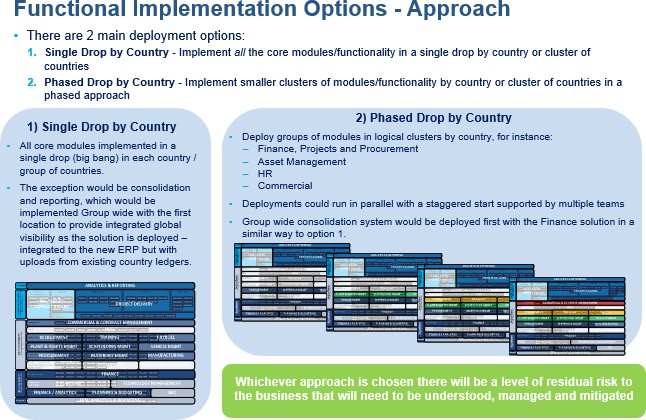
A range of factors will be assessed in determining the optimum deployment approach.

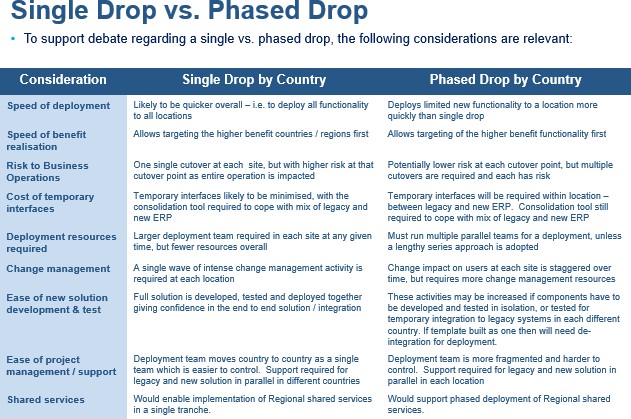
Logical groupings of functionality have been identified in Phase 1 and will be confirmed / base lined in Phase 2.

A critical mass of functionality must be deployed in an initial drop, to achieve maximum business benefits with acceptable risk

**Deployment Considerations**







# Preamble and Instructions for Proposals

###### Purpose of this RFP

The purpose of this RFP is to invite potential solution vendors to describe their capabilities and the suitability of their proposed solution for Cape’s requirements, and to make a formal quotation. This document should provide sufficient information for vendors to prepare suitable responses.

After selecting the preferred vendor, Cape will enter into contract negotiations to finalise terms, conditions and fees. This RFP and the selected vendor’s proposal/quotation, or any part thereof, may be included in and made a part of the final contract.

###### Proposal Scope

The project aims to introduce an integrated solution to meet the ongoing growth and reporting requirements of the business. Proposals submitted should include details of and costs for:

1. Hardware specified for a global ERP solution including, but not limited to, server hardware and connection to existing network;
2. Software including, but not limited to, user licences, operating system, database management system, application software modules, middleware etc.
3. Services including, but not limited to, development of interfaces, installation and configuration of software, on-going support and maintenance etc.
4. Implementation Services including, but not limited to, application solution implementation, user training etc.
5. Hosting of the solution (if this service is offered by your organisation); and
6. Any other relevant costs.

###### Project Schedule

It is anticipated that the implementation project will follow a phased rollout approach with the start date for implementation being “**TBC**”; however this will be agreed with the selected supplier.

It is expected that the proposed solution will enable many of the current key applications to be phased out. However, where you are planning to utilise existing systems please provide details of how these will be integrated with the proposed solution.

The Contract will be awarded following appropriate board approval.

Each Proposer shall be required to complete the Pricing Schedule attached to the Proposal Documents along with all other relevant information mapping the proposed system to the statement of requirements, provided separately in the Appendices at the end of this document. The statement of requirements includes the following:

Functional:

Financial Management Requirements Human Resource and Payroll

Project and Contract Accounting Procurement

Reporting and Business Intelligence

Own plant/Hired Plant and Scaffold material CRM / Business Development

Non-Functional:

Non-Functional Requirements

Technical:

Technical Requirements

23

Where a Proposer wants to suggest using a third party to fulfil some of the requirements please state this explicitly and identify the preferred third party. Please complete the functionality mapping based on the third party’s system functionality.

If you propose a Cloud based system can you please confirm where the data is physically stored? NB. Data cannot be stored in the USA. If it is located outside of the UK can you please confirm if there are any issues with data sovereignty?

The mapping between requirements and the proposed solutions functionality needs to be returned in the format laid out in the Functionality Matrix Spreadsheet.

The Proposal Documents, together with Cape’s written acceptance, will form a binding agreement between Cape and the successful Proposer.

Cape is not bound to accept the lowest, or any Proposal. Cape may consider the award of several and separate contracts for different elements of the goods/services arising once proposals have been returned.

Proposers are advised that they should not assume acceptance of their Proposal will guarantee request for supply of goods/services.

Should a person proposing to submit a Proposal be in doubt as to the interpretation of any part of the RFP Documents, Cape will endeavour to answer written questions prior to proposals being submitted.

Every Proposal received by Cape shall be deemed to have been made subject to the terms and conditions of the Proposal Documents unless Cape shall previously have expressly agreed in writing to the contrary. Any alternative Terms or Conditions (which must be submitted on a separate form) offered on behalf of the Proposer shall, if inconsistent with the terms and conditions of the Proposal Documents, be deemed to have been rejected by Cape unless expressly accepted in writing.

No servant or agent of Cape has authority to vary or waive any part of the Proposal Documents other than the Distributer of this RFP or a person nominated by him/her.

All information supplied by Cape in connection with the RFP shall be regarded as confidential by the Proposer.

The Proposal Documents are and shall remain the property of Cape and shall be returned upon request.

If the supplier wishes to submit a proposal, then the proposal should be made on the proposal documents incorporated herein.

All documents requiring nomination of a specific authorised person must be named: Where the Proposer is an individual, by that individual

Where the Proposer is a partnership, by two duly authorised partners

Where the Proposer is a Company, such persons being duly authorised for that purpose.

The Pricing Schedule must be fully completed.

The Proposer is expected to keep his proposal valid for acceptance for a period of six months from the closing date.

Each item on the Schedule should be priced. If a Proposer cannot provide a particular item, “nil” should be written in the appropriate column against the item.

The Proposer should include all delivery costs to the Group operating head office with address given below:

###### “Cape’s Address”

Cape, Drayton Hall, West Drayton, Middlesex, UB7 7PS

The rates quoted by the Proposer shall be “all in rates” including:

Insurances, including insurance against the Supplier liability as the Supplier’s proportion of National Insurance contributions for the personnel supplied and cover against third party risk and third party working risk.

Travelling to and from site.

Cape will incur no costs for the preparation of the response to this request for proposal document.

In addition to any more specific obligation imposed by the terms of the tender, Proposers must satisfy Cape of their ability to provide the services set out in the proposal document, and in that regard they may be required to attend interviews and to furnish further information to Cape.

*The detailed requirements are located in Functionality Matrix Spreadsheet, which all suppliers* ***must complete*** *to highlight how their solution will meet each of the requirement*

# Special Conditions

Your attention is drawn to the Special Conditions which should be read in full before completing the documentation

1. The proposal should be for implementation of the software solution and a 3 or 5 year support period and is to remain open for acceptance for a period of 6 months from the closing date of proposals. The proposal should include pricing schedule for both 3 and 5 year support structure.
2. All prices should be clearly shown (in sterling) on the attached schedules and must be exclusive of VAT.

###### Queries in relation to this document or the Requirement Matrix Spreadsheet

Proposers should note that any queries should be raised in writing, via e-mail and in any case no later than 7 (seven) days before the closing date. Responses to individual queries, where appropriate, will be copied to all proposers.

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# Proposal Award Evaluation

The award criteria for the proposal will be:

All proposal submissions will be evaluated based on the information provided as required by these instructions. The contract will be awarded on the basis of the most economically advantageous offer to the Group. The main factors which will be utilised in this assessment are:

* Price;
* Functionality;
* Previous industry experience;
* Demonstrations; and
* Support Arrangements.

### Schedule for the Selection Process

It is Cape’s intention to proceed as far as possible on the basis of the following tentative schedule:

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Complete By** | **Who** | **Location** |
| Update Functional Specification | 27th September 2015 | Regional reviewers | n/a |
| Review updated specification and RFP for  final comments and sign off | 30th September 2015 | Steering Committee | n/a |
| Issue RFP to Vendors | w/c 28th  September 2015 | Paul Williams | n/a |
| Receive Supplier Responses | w/e 23rd October 2015 | Paul Williams / Ian Coggins/ Dave Jones | n/a |
| System Demonstrations | 2nd November 2015 | Steering Committee and nominated attendees | Drayton Hall, London |
| Final Decision and Approval | 31st December 2015 | Steering Committee and Board |  |

# Submission Requirements

###### Format of Responses

Your response should include the following:

###### Cover Letter

The cover letter should identify the company name and address, and the name and telephone number of the person authorised to represent the vendor in relation to the proposal. The letter should be signed by a person authorised to bind the vendor to all commitments made in the proposal, and should indicate that the vendor:

* + Has thoroughly reviewed this document;
  + Has the current capabilities to provide the proposed solution;
  + Is willing to provide a demonstration of their proposed solution to Cape, if requested;
  + Is willing to provide details of agreed customer references for the purposes of reference visits; and
  + Acknowledges or accepts all terms and conditions included in this RFP.

###### Executive Summary

A summary of your proposal suitable for senior management.

###### Company Background

A general history and description of your company. Please complete the template included in section 12. This template should be completed for the solution provider and any applicable implementation partner.

###### Proposed Solution

Outline the major components of your solution and how your system would assist Cape in performing the business processes described in the above section while meeting the requirements as outlined in the Functionality Matrix Spreadsheet.

Where you feel it is appropriate, you should expand on how your system would provide the specific functions described in Functionality Matrix Spreadsheet (For example, include screen shots and more detail than the questionnaire will accommodate.) Recommendations or suggestions on alternative ways that Cape could use your system are welcome.

**Note:** responses to the specific requirements must be documented in the Functionality Matrix Spreadsheet:-

Please include a description of the major components of your solution, under the headings of:

* + Hardware (including a full specification);
  + Software (including database, application modules and middleware);
  + Services (data conversion, migration configuration etc.);
  + Implementation Services (including methodology, outline implementation plan, change management and training);
  + Post-implementation maintenance and support services; and
  + Hosted solution (if offered).

Please also provide a draft implementation plan and approach for the proposed solution which details how long the project will take.

###### Response to Detailed requirements in the Functionality Matrix Spreadsheet.

***As part of their submission suppliers are required to review Functionality Matrix Spreadsheet and provide the details on how their solution will fulfil each requirement listed in Functionality Matrix Spreadsheet.***

The Supplier completion of the Functionality Matrix Spreadsheet should contain:

* 1. The requirement reference number;
  2. Confirmation that their solution can fully/partially/not meet each of the requirements;
  3. Details of how the solution will fulfil the requirement;
  4. Whether any customisations will be required to fulfil the requirement; and
  5. Any other relevant information.

Please respond in Functionality Matrix Spreadsheet. Failure to specifically respond to any requirement will be assumed to indicate that you cannot meet the requirement.

###### References

At least two References from past two years are required whom Cape may contact with respect to discussing implementation of your solution and/or a reference visit.

###### Charges and Commercial Terms

Please provide a fully priced quotation in GBP by completing the template provided in Section 12 – Pricing Schedule. The pricing should be valid for 6 months from the proposal due date. Your quotation should specifically identify costs for each major component under the headings of:

* + - Hardware;
    - Software;
    - Services ;
    - Annual User Licences;
    - Implementation Services; and
    - Any other relevant costs.

Please include a copy of any Licence Agreements, and any other relevant terms and conditions.

Whilst these documents will be considered by Cape they are not to be taken as representing the terms of any contract that Cape might enter into in respect of this RFP. A bespoke Contract Agreement will be formulated during the RFP negotiation process and any award will be contingent on the preferred Proposer being able to arrive at mutually agreeable terms with Cape. In addition to the normal boiler plate provisions such an Agreement is likely to contain provisions in respect of the following:

* + - Delivery Schedule for all stages of the implementation containing defined Milestones and remedies for failure
    - Operational Service Levels and remedies for failure
    - Support Service Levels and remedies for failure
    - Data Protection
    - Intellectual Property Rights
    - Source Code provisions and Escrow if relevant
    - Disaster Recovery
    - Key Personnel assurances
    - Parent Company Guarantee and/or Performance Bond

Please indicate your willingness to reach an agreement that is fair and reasonable to both parties and provide us with a copy of your proposed agreements and Terms and Conditions.

Cape prefers to use standard packaged software without the need to revert to bespoke programming. However, we may require ownership of the source code and intellectual property rights (IPR) of all or any code specifically developed in order to meet the agreed functional requirements. Any concerns and potential solutions should be set out in your response.

###### Milestones

If your proposal is separated into distinct phases please schedule the anticipated periods for completion for each stage of the implementation such that during the negotiation phase these can be firmed up and form the basis of a future project implementation plan. Please note that the successful party will be expected to commit to milestone completion dates that will have liquidated damages attached to them. These will be discussed further during negotiations.

###### Evaluation of Responses

Evaluation of responses will be made based on, but not limited to the following criteria:

* + - The functionality of the proposed solution;
    - The vendor’s experience with similar projects and the experience of the people proposed to implement the project within the sectors Cape operates in;
    - The vendor’s implementation capabilities, and ability to meet our time constraints as well as support for the application going forward;
    - The completeness of the proposed solution in meeting the requirements;
    - The quality of the proposal;
    - Cost, including estimate for 5 year cost of ownership; and
    - Supplier company stability and long term viability.

See section 6 above for a breakdown of the proposal award evaluation.

###### Submission Notes

If the response does not clearly state how a particular requirement is provided, it will be assumed that the system does not meet that requirement.

* + - * The system is required to be installed and made available for acceptance prior to live operation; and
      * Suppliers must provide detailed plans of their implementation timetable from date of award of contract to implementation.

# Pricing Schedule

***Please provide a quotation for the services requested using the template below.***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **AREA** | **COSTS** | | | |
| **Implementation** | | **On-going Support** | |
| # of days**\*** | Total cost | 3 year period | 5 year period |
| **Hardware**  For a global solution Including, but not limited to, server hardware and connection to existing network etc. |  |  |  |  |
| **Software**  Including, but not limited to, operating system, database management system, application software modules, bespoke  modifications middleware etc. |  |  |  |  |
| **Services**  including, but not limited to, bespoke development, data conversion, development of interfaces, installation and configuration of software, on-  going support and maintenance etc. |  |  |  |  |
| **Annual User Licences\***  The estimated number of 175 concurrent users.- Once all  regions implemented |  |  |  |  |
| **Implementation Services** Including, but not limited to, application solution implementation, Project management  Consultancy, user training, documentation, Travelling/ accommodation etc. Other (please bullet point these items separately) |  |  |  |  |
| **Support**  Including support for all software and hardware warranty/maintenance. Please also include Out of Hours Evening support (Evening Rate), Out of Hours Weekend support (Weekend Rate) and Call Out  charge (if applicable). |  |  |  |  |
| **Disaster Recovery**  Include estimate for data recovery and recovery support for contingent planning. |  |  |  |  |
| **Any other relevant costs**  (Please provide details if used) |  |  |  |  |
| **TOTAL** |  |  |  |  |

###### \*Indicate the number of expected days to complete the work

**\*Basis of the pricing must be clearly identified regarding Licences, Casual VS Core Users Hosted Solution**

If your organisation offers hosting services for your proposed solution **in addition to the above** please also

provide these costs for your hosted solution using the template above.

###### Notes:

The Proposer shall provide a fully priced Schedule of materials complete with the following information: The Proposer shall:

* Guarantee time scales from placing of order to delivery to site;
* Guarantee that stated delivery times will be met;
* Open book expense policy for expenses incurred; and
* Detail hourly/day rates for staff.

# Form No. 1 - Insurance Details

###### THE FOLLOWING INFORMATION SHALL BE COMPLETED BY THE SUPPLIER

Name and Address of Insurance Company or Companies In respect of:

|  |  |  |
| --- | --- | --- |
| (a) Public Liability Insurance | (a) | …………………………… |
| (b) Employers Liability | (b) | ……………………………. |

Policy Number(s) in respect of

1. Public Liability Insurance (a) ……………………………...
2. Employers Liability (b) ……………………………...

Supplier’s Name ……...……………………………….

Signature ………………………………………

Status ………………………………………

Address ……………………………………...

………………………………………

………………………………………

………………………………………

Date …………………20…. Tel No ……………………………… Fax No ………………………………

# Questionnaire

### GUIDANCE NOTES

The information disclosed in this form will be used in the evaluation and selection of a Supplier.

Questions relating to staff are applicable to all staff within the company and are not restricted to those staff who, or the unit which, would perform this work.

Unless instructed otherwise when answering the questions, please give details, which specifically relate to your company, not to the whole of the group if your company forms part of a group.

Please include, where appropriate, any supporting documents, marking clearly on all enclosures the name of your company and the number of the question to which they refer. Where the space given for any answer is insufficient then please continue your answer on a separate page, again clearly marking your company’s name and the question number to which it relates.

Please note that whenever used in the proposal document, the term “company” refers to a sole practitioner, partnership, incorporated company, co-operative, charity or analogous entities operating outside the UK, as appropriate. The term “staff” refers to any director, company secretary, partner, associate employee, trustee or other person occupying a position of authority or responsibility within the company.

##### Fig 1.0 COMPANY DETAILS

|  |  |
| --- | --- |
| A1 Company making application | A1 |

|  |  |
| --- | --- |
| A2 Address to which correspondence is to be sent | A2 |
|  |
|  |

|  |  |
| --- | --- |
| A3 Principal Registered Office (If different from above) and Company registration number. | A3 |
|  |
|  |

|  |  |
| --- | --- |
| A4 Person applying on behalf of company | A4 |

|  |  |
| --- | --- |
| A5 Position in company | A5 |

|  |  |
| --- | --- |
| A6 Telephone and fax numbers and E-mail address | A6 Tel: |
|  | Fax:  E-mail: |

|  |  |
| --- | --- |
| A7 Are you a sole principal, partnership, private limited company, public limited | A7 |
| Company, or other, (please specify). |  |
|  |  |
|  |  |

|  |  |
| --- | --- |
| A8 Please state if any staff has a relative(s) who is employed by Cape. | A8 |
|  |
|  |
|  |

###### PROFESSIONAL CONDUCT

A9 Is the company a member of any relevant professional association? (If so, please give details).

|  |  |
| --- | --- |
| A9 Yes | No |

|  |
| --- |
| Enclosed |
| Tick if enclosed |

A10 In the last five years have any complaints been made against your company or any staff employed in your company, which have been upheld by an Arbitrary Body, in respect of any work of the company? (If so, please give details).

|  |  |
| --- | --- |
| A10 Yes | No |

|  |
| --- |
| A10 Enclosed |
| Tick if enclosed |

###### B PROFESSIONAL CAPABILITY AND REFERENCES

B1 Has your company ever suffered a deduction for liquidated and ascertained damages or paid compensation to a client or had monies deducted in respect of any work within the last three years? Please provide your company’s Experian credit score

|  |  |
| --- | --- |
| B1 Yes | No. |
| Experian Credit Score |  |

B2 Has your company ever had a contract terminated or your employment determined under the terms of a contract?

|  |  |
| --- | --- |
| B2 Yes | No. |

B3 Has your company ever not had a contract renewed for failure to perform to the terms of a contract?

|  |  |
| --- | --- |
| B3 Yes | No. |

If the answer to any of questions B1 - 3 above is yes, please enclose details.

|  |
| --- |
| Enclosed |
| Tick if enclosed |

B4 Is your company or any part of it quality assured under BS EN ISO 9001/2 or an equivalent standard for quality management systems?

|  |  |
| --- | --- |
| B4 Yes | No. |

B5 If the answer to B4 is yes, please state date of registration, registration number, certification body and the part of the company which is registered.

|  |
| --- |
| B5 |
|  |
|  |

B6 If not do you intend to acquire quality assurance registration and if so when?

|  |  |
| --- | --- |
| B6 Yes | No. |

B7 If not, do you operate a quality system based on the principles laid down in BS EN ISO 9001/2?

|  |  |
| --- | --- |
| B7 Yes | No. |

B8 Please give details of any steps you have taken to implement quality assurance within your company whether pursuant to BS EN ISO 9001/2 or otherwise.

|  |
| --- |
| B8 Enclosed |
| Tick if enclosed |

B9 Please enclose a copy of any quality assurance documentation associated with B8 above.

|  |  |
| --- | --- |
| B9 Enclosed |  |

B10 Do you have a written complaints procedure? If so, please enclose a copy. If not, please give details of how your company handles complaints.

|  |  |
| --- | --- |
| B10 Yes | No |
| Enclosed |  |
| Tick if enclosed | |

B11 State below the approximate number of staff in your company engaged in the type of work for which you are applying.

|  |  |
| --- | --- |
| **TYPE OF STAFF** | **NUMBER** |
| **Directors/Partners** |  |
| **Associates** |  |
| **Qualified IT Professionals** |  |
| **Others** |  |
| **Total** |  |

B12 References may also be sought as to the proposers past performance with regard to the provision of services. Please list on the attached sheet the full names, addresses and other details requested of clients for which your company has carried out similar work within the last three years. The information given should cover the whole range of work for which your company wishes to be considered. Please enclose a letter on your notepaper authorising Cape to seek such references (Please see attached sheet).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name of Organisation** | **Full Postal Address** | **Contract Name and Dates** | **Value to Date (£)** | **Nature of work** |
| **1** |  |  |  |  |
| **2** |  |  |  |  |
| **3** |  |  |  |  |
| **4** |  |  |  |  |

###### (NB: You may use additional sheets if necessary, but please mark clearly Questions)

B13 Has your company ever been involved in any form of dispute resolution process relating to your alleged failure to deliver the services required under the contract? Is so please provide details.

##### Appendices

**Appendix I – Glossary of Terms**

ACAD – Asbestos control and abatement division D&A – Drugs and alcohol

GRN – Goods received note

HAVS – Hand arm vibration syndrome IPR – Intellectual property rights

MIS – Management information systems WBS – Work breakdown structure

WIP – Work in progress

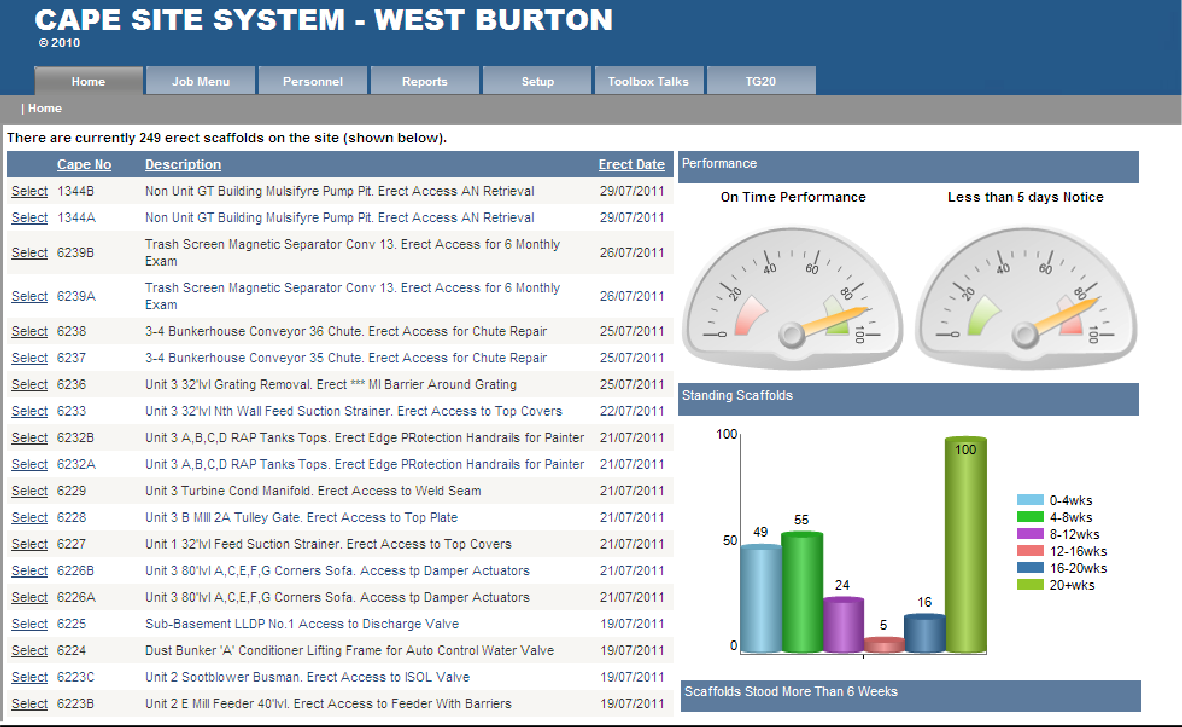
CVR – Cost Value Reconciliation CTC – Cost to Complete

SMS – Scaffold Management System CIS – HMRC Withholding Tax Scheme

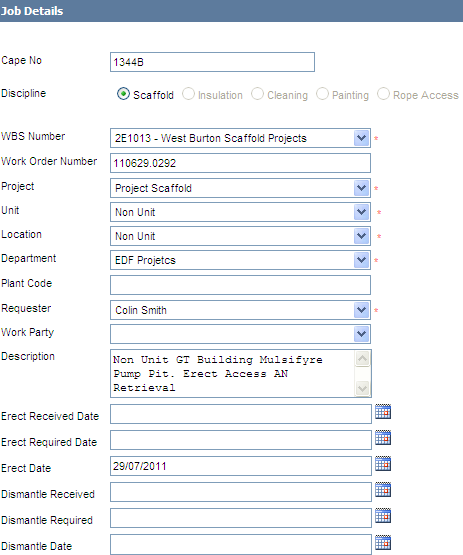
##### Appendix II – Number of users by business areas and Business Data volumes

|  |  |
| --- | --- |
| **Function** | **Price per user** |
| Purchase Ledger |  |
| Scaffold Management System |  |
| IT Support |  |
| Finance |  |
| Training |  |
| HR |  |
| Credit Control |  |
| Purchasing |  |
| Payroll |  |

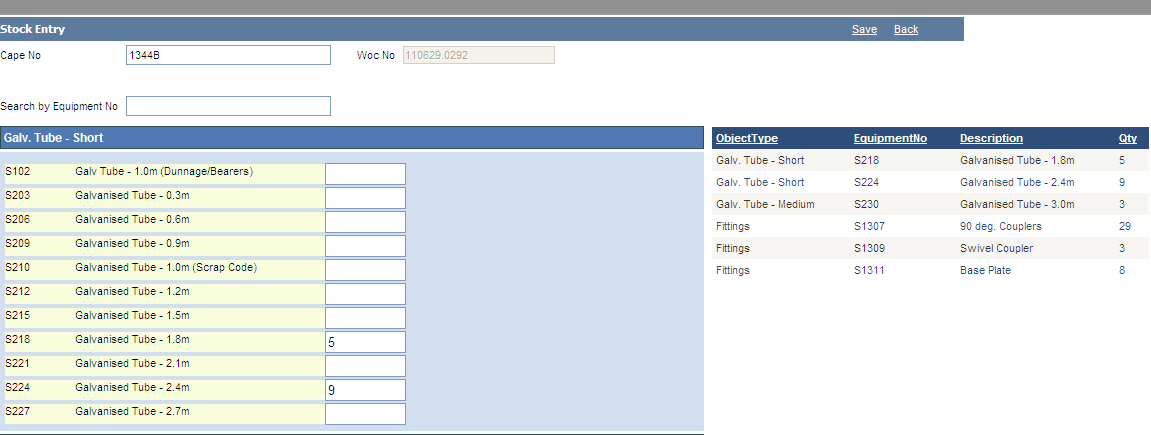
**Appendix III – Cape Site System**



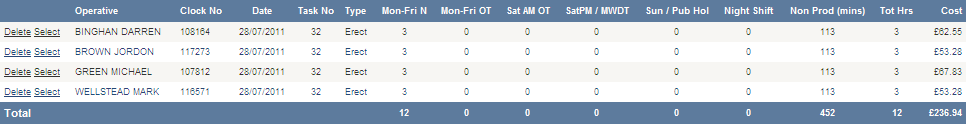
**Example Job Card screen**



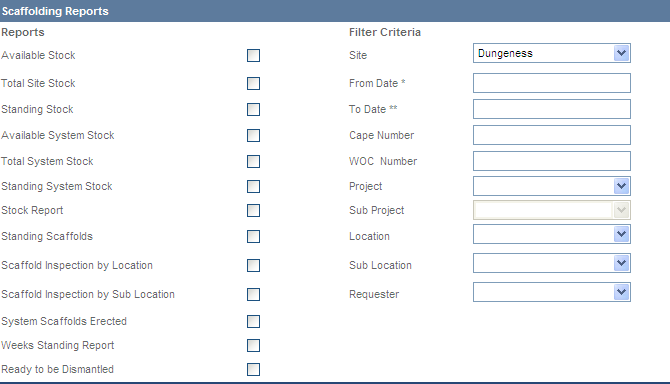
Example scaffold material used. Allows the business to understand scaffold material utilisation by WBS

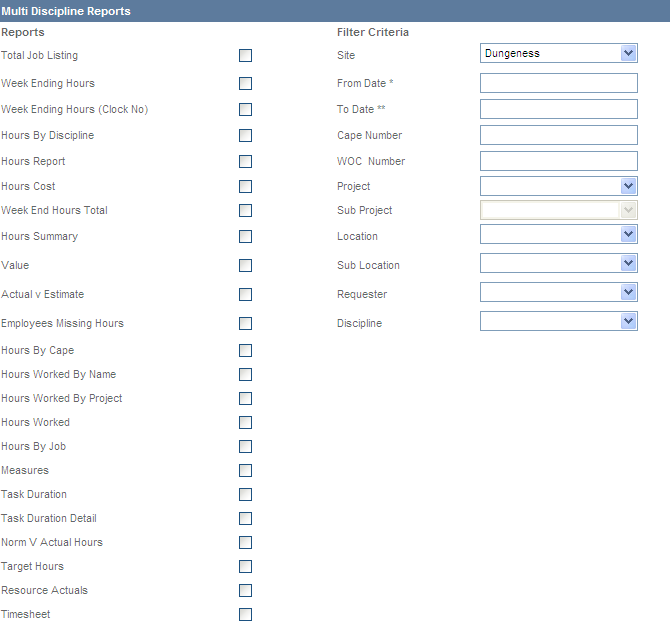


Allows hours to be recorded against the job, including non-productive time



Multiple reports available





##### Appendix IV - UK System Overview

The diagram below provides a high-level overview of the current Cape’s systems; see Appendix II for further detail on each of Cape’s SAP Module:

Jaama Asset Management

ETM (CH&S)

#### AR

ISC&E

SD

AM MM

FI CO

AP

CM ETM (CP)

[Scaffold](file://CAPEPLC.NET/GB-GroupData/ERP%20Review/Group%20Review/SS5%20Stock%20Control.docx) [Requests /](file://CAPEPLC.NET/GB-GroupData/ERP%20Review/Group%20Review/SS5%20Stock%20Control.docx) [Returns](file://CAPEPLC.NET/GB-GroupData/ERP%20Review/Group%20Review/SS5%20Stock%20Control.docx)

PR Salary

[Site System](file://CAPEPLC.NET/GB-GroupData/ERP%20Review/Group%20Review/SS1%20Site%20System.docx)

HR

PR Weekly

Fin Stats

#### GL

[Stock](file://CAPEPLC.NET/GB-GroupData/ERP%20Review/Group%20Review/SS5%20Stock%20Control.docx) [Control](file://CAPEPLC.NET/GB-GroupData/ERP%20Review/Group%20Review/SS5%20Stock%20Control.docx)

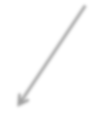
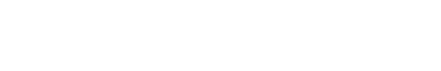
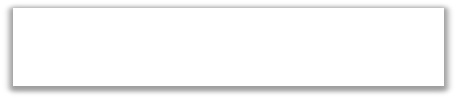
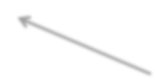
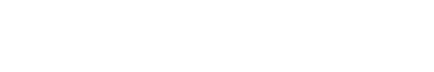
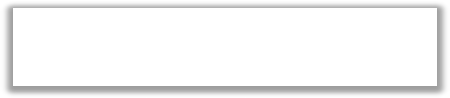
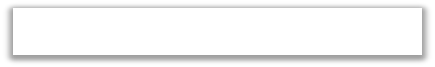
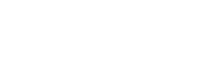
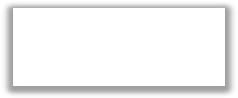
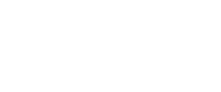
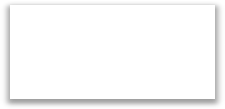
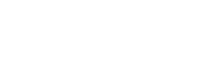
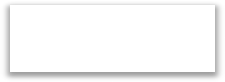
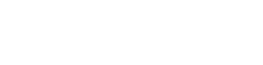
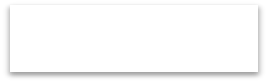
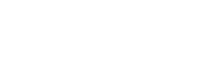
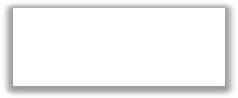
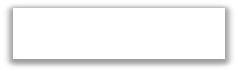
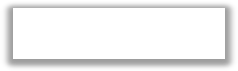
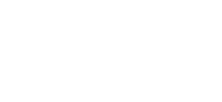
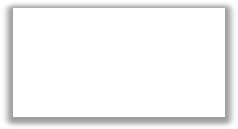
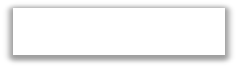
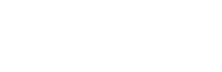
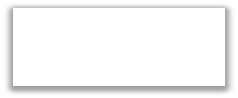
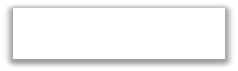
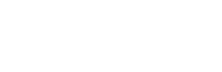
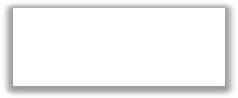
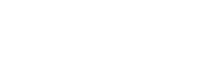
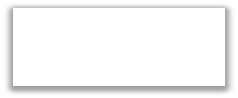
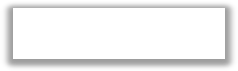
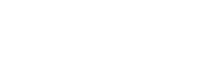
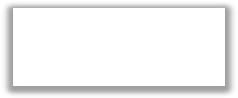
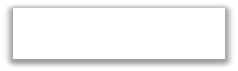
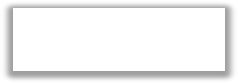
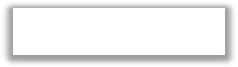
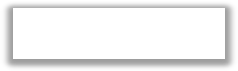
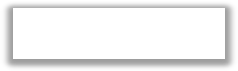
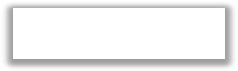
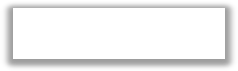
PS

CVR’s

Logitime T&A

SAP Modules

PR Monthly (OS)



Ibolt Connector

Bespoke .Net systems

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[Job Card](file://CAPEPLC.NET/GB-GroupData/ERP%20Review/Group%20Review/SS3%20Job%20Card.docx)

Skill DB

Third Party Software

[Job Costing](file://CAPEPLC.NET/GB-GroupData/ERP%20Review/Group%20Review/SS4%20Job%20Costing.docx)

HR

Reports

Proposed Connector

### Appendix V – Cape Global Footprint Additional Details

