

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.

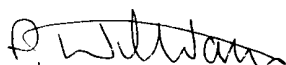
Your response **MUST** be submitted via email to Paul Williams at the email address below with the closing date for proposal submissions no later than **23rd October 2015**. All relevant supporting documentation **MUST** also be included in this submission. Any queries please contact me using the below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

Project Compass Programme Director
Cape Plc
Tel: +971 4 439 6000
Cell: +971 565495953
Dir: +971 4 439 6026
Fax: +971 4 422 9736
paul.williams@capeplc.com

Cape plc

RFP for the implementation of a new ERP System

Table of Contents

Background	3
Background Information	3
Cape Global Footprint	3
Current IT Systems	4
System Specification	6
Background to this RFP	6
Detailed system requirements	6
Top 10 Identified Benefits	8
Identified Processes	9
Top Identified KPI's	10
Top Identified Data Elements	14
Design Principles	18
Implementation Principles	19
Deployment Considerations	20
Preamble and Instructions for Proposals	23
Purpose of this RFP	23
Proposal Scope	23
Project Schedule	23
Special Conditions	26
Queries in relation to this document or the Requirement Matrix Spreadsheet	26
Proposal Award Evaluation	27
Schedule for the Selection Process	27
Submission Requirements	28
Format of Responses	28
Cover Letter	28
Executive Summary	28
Company Background	28
Proposed Solution	28
Response to Detailed requirements in the Functionality Matrix Spreadsheet.	28
References	29
Charges and Commercial Terms	29
Evaluation of Responses	29
Submission Notes	30
Pricing Schedule	31
Form No. 1 - Insurance Details	33
Questionnaire	34
Appendices	39
Appendix I – Glossary of Terms	39
Appendix II – Number of users by business areas and Business Data volumes	39
Appendix III – Cape Site System	40
Appendix IV - UK System Overview	44
Appendix V – Cape Global Footprint Additional Details	45

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



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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Payroll Salary and Payroll Weekly
HR Systems	SAP Peoplebank IC: Personnel Management PerPayin Paymaster Microsoft office Mainland One S HRIS	<ul style="list-style-type: none"> Human Resource

Purchasing	SAP Sage Job Costing PerPayin Sage 300 Pronto	<ul style="list-style-type: none"> • Purchase order raising • Purchase order tracking • Invoice payment
Other – Time recording	Logitime T&A Plus a number of other systems	<ul style="list-style-type: none"> • Time and Attendance system
Other	EMS Fax Server	<ul style="list-style-type: none"> • Fax documents such as Purchase Orders to suppliers. Functionality will be required in the new solution.
Other	Easy Software	<ul style="list-style-type: none"> • Document Management, attaches various types of scanned documents to associated records.
Other	.Net systems	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Functionality to e-mail documents directly from the system.
Other	C Series (SAP Output file) Laureloli PayPower	<ul style="list-style-type: none"> • All Bacs payments.
Other	SAP BC Business Connector	<ul style="list-style-type: none"> • Inland Revenue submissions
Other	Adhoc Custom Uploads	<ul style="list-style-type: none"> • 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.

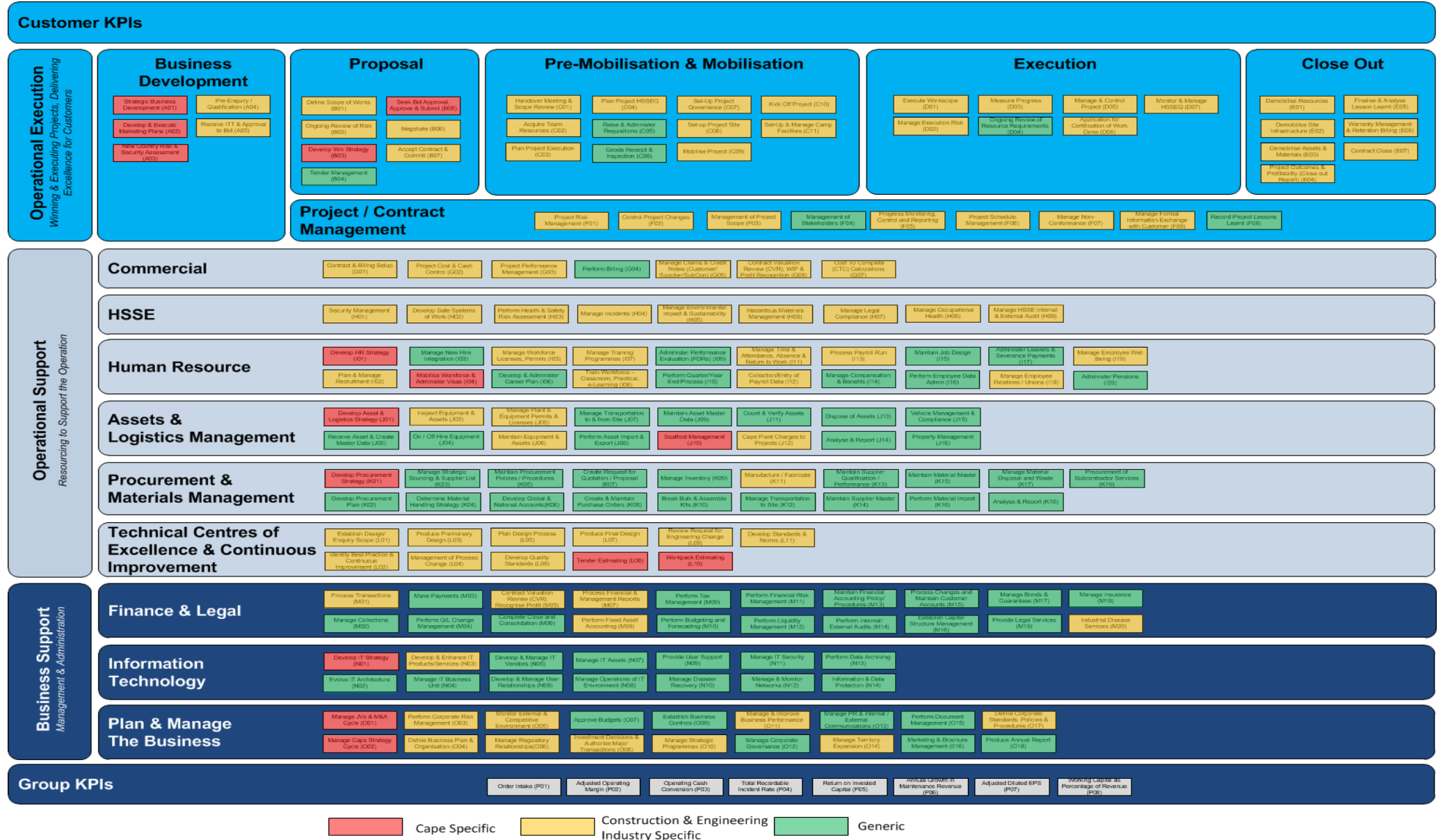
Full details on the system requirements are provided separately to this document in the Requirements Matrix Spreadsheet.

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/O
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:

Overall Principles	<ul style="list-style-type: none">Design a solution to provide flexibility and scalabilityGlobally standard processes, data and procedures will be adhered toUse out-of-the-box functionality, provided by enduring solution vendor(s)Configure not customiseAny interfaces will be automated where possible"Best of Breed" vs "Full ERP" will be consideredA modular approach will be adopted to support incremental implementationMulti language support will be consideredThe optimum location at which business operations / processes should occur will be considered
Process Principles	<ul style="list-style-type: none">Industry good [best] practice business processes will be adopted wherever possibleLocal variants will be considered if their absence will increase cost, impact on revenue/contract requirements, conflict with legal / regulatory obligationsA single source for all core master core data is preferred - decision to me made for core master dataA new ERP system will be used as the sole primary General Ledger for all Cape's divisions and business unitsWorkflow will be used to provide efficiencies and embed best practiceConnectivity with customers and the supply base will be considered
Technology Principles	<ul style="list-style-type: none">A decision will be made whether to adopt a cloud* based managed solution vs. on premiseThe solution shall be easy to support using commercially available skillsThe solution shall not introduce customisations that invalidate vendor supportIndustry proven applications will be preferred (not cutting edge)Data will be captured once as close to source as possible and made available where required
Security Principles	<ul style="list-style-type: none">All users will require unique accounts subject to authentication controls linked to Cape Active Directory in order to access the ERP systemA role based security approach will be adoptedA risk based approach to controls will be followed, implementing automated preventative business process controls where possible as opposed to manual detective controlsImproved controls will be embedded 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

Overall Principles

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.

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.

The Project Team will be a blend of Cape and 3rd 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

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.

Functionality to be deployed

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

Phased vs. Single Deployment

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

- The team have identified a wide range of factors which may influence how Cape choose to sequence and cluster the deployment of the new GSA across the business:

Fundamental Considerations

- Potential Customer Impact
- Big Bang vs. Incremental
- Size of Identified Potential Benefit
- Perceived Risk to Business Operations
- Language Differences
- Staff IT Capabilities
- Size and Composition of Project Compass
- Implementation Team
- Nature of IT Solution(s) Selected
- Legacy System Complexity
- Avoidance of Temporary Costs
- Data Quality

Important Considerations

- Implementation Level - By Project / Country / Region
- Cape Business Type
- Geography & Time Zones
- Seasonality
- Staff numbers
- Business Readiness
- Local Management Support
- Burning Platforms
- Whether there is an Existing ERP
- Number / Complexity of Interfaces
- Cape IT Knowledge of Legacy Systems
- Regression of “.Net” global capabilities
- Data Structure Complexity
- Data Availability
- Other planned projects / programmes
- Impact on Joint Ventures
- Local or Regional Requirements
- Compliance Issues

Relevant Considerations

- Distance Between Implementation Sites
- Tax / Legislation Complexity
- Documentation for existing Legacy Systems
- Location of IT support
- Hardware Retirement
- Split of Maintenance vs. Project Work
- Year / Quarter / Month end

Functional Implementation Options - Approach

- There are 2 main deployment options:
 1. **Single Drop by Country** - Implement *all* the core modules/functionality in a single drop by country or cluster of countries
 2. **Phased Drop by Country** - Implement smaller clusters of modules/functionality by country or cluster of countries in a phased approach

1) Single Drop by Country

- All core modules implemented in a single drop (big bang) in each country / group of countries.
- The exception would be consolidation and reporting, which would be implemented Group wide with the first location to provide integrated global visibility as the solution is deployed – integrated to the new ERP but with uploads from existing country ledgers.



2) Phased Drop by Country

- Deploy groups of modules in logical clusters by country, for instance:
 - Finance, Projects and Procurement
 - Asset Management
 - HR
 - Commercial
- Deployments could run in parallel with a staggered start supported by multiple teams
- Group wide consolidation system would be deployed first with the Finance solution in a similar way to option 1.



Whichever approach is chosen there will be a level of residual risk to the business that will need to be understood, managed and mitigated

Single Drop vs. Phased Drop

- To support debate regarding a single vs. phased drop, the following considerations are relevant:

Consideration	Single Drop by Country	Phased Drop by Country
Speed of deployment	Likely to be quicker overall – i.e. to deploy all functionality to all locations	Deploys limited new functionality to a location more quickly than single drop
Speed of benefit realisation	Allows targeting the higher benefit countries / regions first	Allows targeting of the higher benefit functionality first
Risk to Business Operations	One single cutover at each site, but with higher risk at that cutover point as entire operation is impacted	Potentially lower risk at each cutover point, but multiple cutovers are required and each has risk
Cost of temporary interfaces	Temporary interfaces likely to be minimised, with the consolidation tool required to cope with mix of legacy and new ERP	Temporary interfaces will be required within location – between legacy and new ERP. Consolidation tool still required to cope with mix of legacy and new ERP
Deployment resources required	Larger deployment team required in each site at any given time, but fewer resources overall	Must run multiple parallel teams for a deployment, unless a lengthy series approach is adopted
Change management	A single wave of intense change management activity is required at each location	Change impact on users at each site is staggered over time, but requires more change management resources
Ease of new solution development & test	Full solution is developed, tested and deployed together giving confidence in the end to end solution / integration	These activities may be increased if components have to be developed and tested in isolation, or tested for temporary integration to legacy systems in each different country. If template built as one then will need de-integration for deployment.
Ease of project management / support	Deployment team moves country to country as a single team which is easier to control. Support required for legacy and new solution in parallel in different countries	Deployment team is more fragmented and harder to control. Support required for legacy and new solution in parallel in each location
Shared services	Would enable implementation of Regional shared services in a single tranche.	Would support phased deployment of Regional shared services.

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

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.

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

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

Supplier's Name

Signature

Status

Address

.....

.....

.....

Date20....

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 Company, or other, (please specify).

A7

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

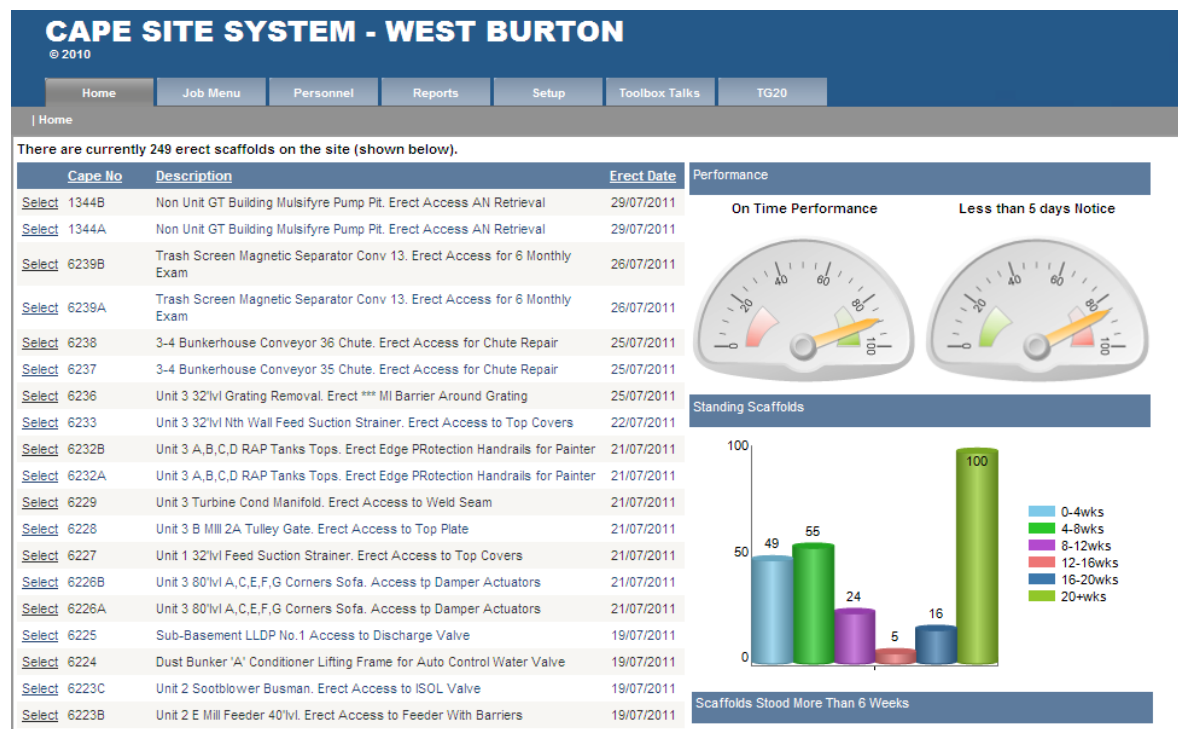
SMS – Scaffold Management System

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

Job Details

Cape No

Discipline ☒ Scaffold ☐ Insulation ☐ Cleaning ☐ Painting ☐ Rope Access

WBS Number

Work Order Number

Project

Unit

Location

Department

Plant Code

Requester

Work Party

Description

Erect Received Date

Erect Required Date

Erect Date

Dismantle Received

Dismantle Required

Dismantle Date

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

Stock Entry

Save

Back

Cape No

1344B

Woc No

110629.0292

Search by Equipment No

Galv. Tube - Short		
S102	Galv. Tube - 1.0m (Dunnage/Bearers)	
S203	Galvanised Tube - 0.3m	
S206	Galvanised Tube - 0.6m	
S209	Galvanised Tube - 0.9m	
S210	Galvanised Tube - 1.0m (Scrap Code)	
S212	Galvanised Tube - 1.2m	
S215	Galvanised Tube - 1.5m	
S218	Galvanised Tube - 1.8m	5
S221	Galvanised Tube - 2.1m	
S224	Galvanised Tube - 2.4m	9
S227	Galvanised Tube - 2.7m	

ObjectType	EquipmentNo	Description	Qty
Galv. Tube - Short	S218	Galvanised Tube - 1.8m	5
Galv. Tube - Short	S224	Galvanised Tube - 2.4m	9
Galv. Tube - Medium	S230	Galvanised Tube - 3.0m	3
Fittings	S1307	90 deg. Couplers	29
Fittings	S1309	Swivel Coupler	3
Fittings	S1311	Base Plate	8

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

	Operative	Clock No	Date	Task No	Type	Mon-Fri N	Mon-Fri OT	Sat AM OT	SatPM / MWD	Sun / Pub Hol	Night Shift	Non Prod (mins)	Tot Hrs	Cost
Delete Select	BINGHAN DARREN	108164	28/07/2011	32	Erect	3	0	0	0	0	0	113	3	£82.55
Delete Select	BROWN JORDON	117273	28/07/2011	32	Erect	3	0	0	0	0	0	113	3	£53.28
Delete Select	GREEN MICHAEL	107812	28/07/2011	32	Erect	3	0	0	0	0	0	113	3	£87.83
Delete Select	WELLSTEAD MARK	118571	28/07/2011	32	Erect	3	0	0	0	0	0	113	3	£53.28
Total						12	0	0	0	0	0	452	12	£236.94

Multiple reports available








Scaffolding Reports	
Reports	Filter Criteria
Available Stock <input type="checkbox"/>	Site <input type="text" value="Dungeness"/>
Total Site Stock <input type="checkbox"/>	From Date * <input type="text"/>
Standing Stock <input type="checkbox"/>	To Date ** <input type="text"/>
Available System Stock <input type="checkbox"/>	Cape Number <input type="text"/>
Total System Stock <input type="checkbox"/>	WOC Number <input type="text"/>
Standing System Stock <input type="checkbox"/>	Project <input type="text"/>
Stock Report <input type="checkbox"/>	Sub Project <input type="text"/>
Standing Scaffolds <input type="checkbox"/>	Location <input type="text"/>
Scaffold Inspection by Location <input type="checkbox"/>	Sub Location <input type="text"/>
Scaffold Inspection by Sub Location <input type="checkbox"/>	Requester <input type="text"/>
System Scaffolds Erected <input type="checkbox"/>	
Weeks Standing Report <input type="checkbox"/>	
Ready to be Dismantled <input type="checkbox"/>	

Multi Discipline Reports

Reports

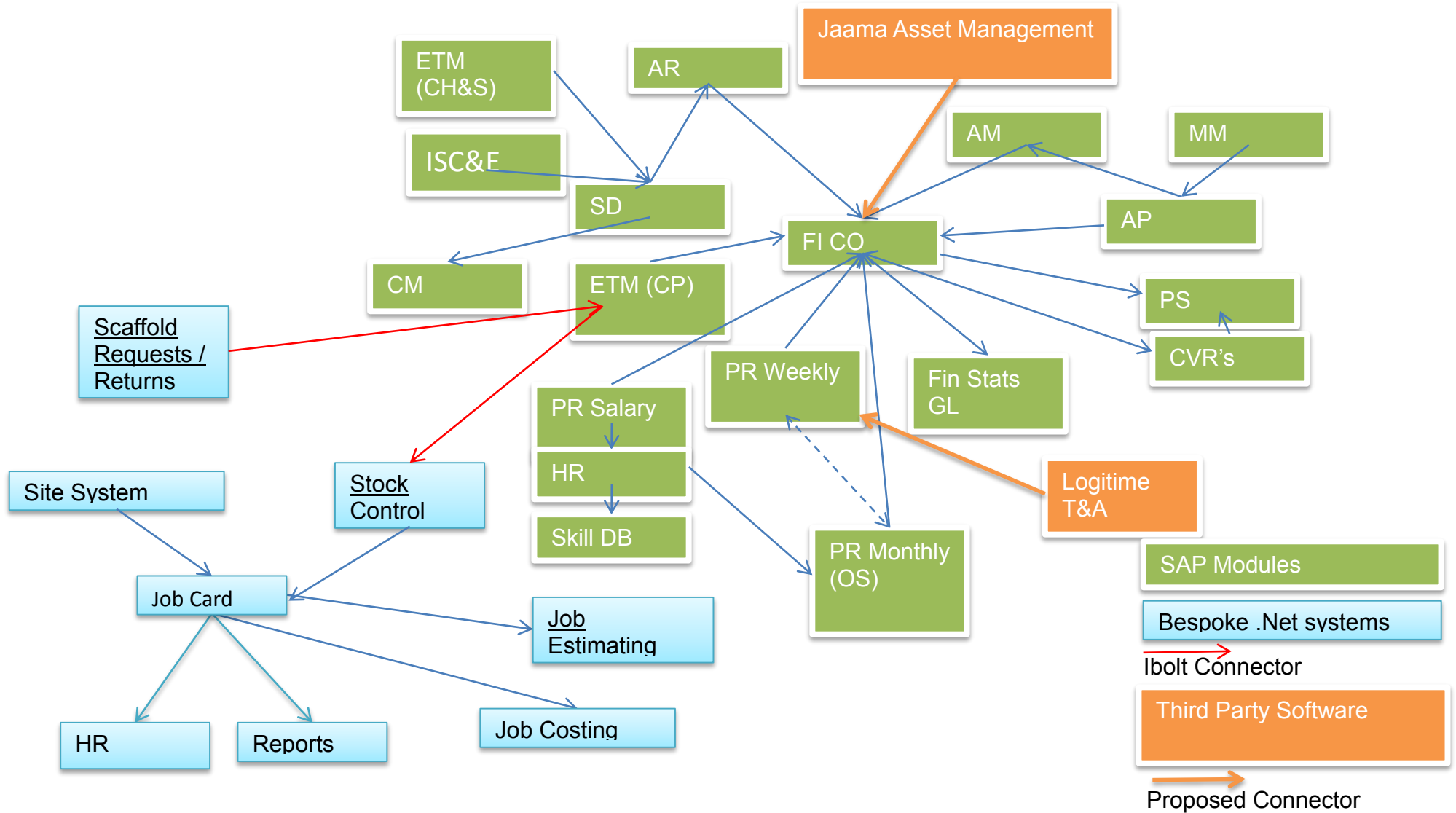
Total Job Listing	<input type="checkbox"/>
Week Ending Hours	<input type="checkbox"/>
Week Ending Hours (Clock No)	<input type="checkbox"/>
Hours By Discipline	<input type="checkbox"/>
Hours Report	<input type="checkbox"/>
Hours Cost	<input type="checkbox"/>
Week End Hours Total	<input type="checkbox"/>
Hours Summary	<input type="checkbox"/>
Value	<input type="checkbox"/>
Actual v Estimate	<input type="checkbox"/>
Employees Missing Hours	<input type="checkbox"/>
Hours By Cape	<input type="checkbox"/>
Hours Worked By Name	<input type="checkbox"/>
Hours Worked By Project	<input type="checkbox"/>
Hours Worked	<input type="checkbox"/>
Hours By Job	<input type="checkbox"/>
Measures	<input type="checkbox"/>
Task Duration	<input type="checkbox"/>
Task Duration Detail	<input type="checkbox"/>
Norm V Actual Hours	<input type="checkbox"/>
Target Hours	<input type="checkbox"/>
Resource Actuals	<input type="checkbox"/>
Timesheet	<input type="checkbox"/>

Filter Criteria

Site	Dungeness 
From Date *	<input type="text"/>
To Date **	<input type="text"/>
Cape Number	<input type="text"/>
WOC Number	<input type="text"/>
Project	<input type="text"/> 
Sub Project	<input type="text"/> 
Location	<input type="text"/> 
Sub Location	<input type="text"/> 
Requester	<input type="text"/> 
Discipline	<input type="text"/> 

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:



Appendix V – Cape Global Footprint Additional Details

Region	Deployment Country	Deployment Comments
UK	UK - CSS	8 locations in total, mostly in UK. 3 administration centres covering York Linings, Motherwell Bridge and CES businesses. Use Cape offices around the world to support non-UK operations. Many customer sites have no permanent presence.
	UK - SPIF	Head office in Warrington with support offices in Aberdeen and <u>Goldthorpe</u> . 3 or 4 area offices with scaffold yards run by Cape Plant, supporting a 60/40 split off onshore to offshore business.
	Netherlands	Small operation supporting offshore platforms, managed by the UK business.
	UK - Group/Plc	Drayton hall is the group head office where Group Finance, Legal, HR, Audit, IDC and Operational Excellence teams are based.
Australia	Australia	Based in Western Australia with operations in Darwin, Southern Australia, Brisbane and Queensland. Cape plant is being established, and there is some CSS activity and there is a training business which is unique to Australia. Utilises Manila back office shared services.
MENA	Saudi Arabia	Large and growing construction business absorbing scaffold from rest of Cape. Based in <u>Jubail</u> (East) and Yanbu (west).
	Iraq	No permanent presence due to ongoing security concerns - Administration performed in Saudi or Bahrain.
	Bahrain	Small business supporting maintenance contracts run from 1 office and yard. Partly managed from Saudi.
	Qatar	Large operation with contract and maintenance work, run out of one main office and two yards.
	India	Withdrawing and looking to close this business.
	Abu Dhabi	Large business with predominantly contract work, with a small PIR factory.
	Oman	Mid-size growing construction based business with good prospects, run from 1 main office and yard.
CIS	Azerbaijan	Joint Venture based and newly established business with good growth prospects, based from 1 main office and yard.
	Kazakhstan	Declining joint venture based business run from 1 main office and yard.
	Russia	1 office and yard on Sakhalin Island in the far East of Russia, maintenance and construction work for LNG site / terminal.
Asia	Philippines	Large staff offshore training centre. And back office shared services in Manila. Mostly offshore maintenance business.
	Hong Kong	Recent acquisition with a large maintenance contract and a several construction contracts with the same customer.
	Papa New Guinea	1 main contract a mixture of maintenance and construction. Back office is support in Manila.
	Singapore	1 office and 2 yards, with a few small contracts.
	Thailand	1 office and a couple of yards supporting a number of construction contracts around the coastal <u>Srirachi</u> area.
	Malaysia	Supported by Singapore infrastructure, looking for opportunities.
	Indonesia	Small business based on surplus formwork rented out on dry hire basis to commercial/residential construction industry - not a core business. Increasingly supported out of Singapore.
	Myanmar	New territory, with business support in Manila. Cape is occupying space with a local business partner.