

INVITATION TO QUOTE (ITQ)

**For The Provision of Collection & Delivery Mail Services to
Bracknell Forest Council**

INVITATION TO QUOTE (ITQ)

STRUCTURE OF THIS INVITATION TO QUOTE

- **Section 1: Introduction.** This section gives an outline of the ITQ.
- **Section 2: Competition Process.** This section sets out the timetable for the further - competition; the steps for participating, and the process going forward.
- **Section 3: Submission of Responses.** This section sets out the arrangements that will be followed for the submission of responses to this ITQ.
- **Appendix A: Required Services.** This section specifies the services the Service Providers will be asked to provide.
- **Appendix B: Mail Profile**
- **Appendix C: Call-Off Terms and Conditions and Order Form**
- **Appendix D: Important Information.** This section contains important legal and administrative information relating to this quotation process and document.
- **Appendix E: Pricing Template**
- **Appendix F: The Services**
- **Appendix G: Service Provider Table**
- **Appendix H: Service Levels**
- **Appendix I: Service Provider Responses**
- **Appendix J: Evaluation Criteria**

SECTION 1: INTRODUCTION

- 1.1 Bracknell Forest Council is seeking a Service Provider(s) with the appropriate product range, experience and competitive pricing to supply Postal Services. The contract will be for a period of 2 years with the option to extend for a further and final year. The contract shall start on 02 January 2013 with the initial term expiring on the 01 Jan 2015 unless the option to extend is initiated. It is important to note that you may be required to work alongside other external Providers during the contract term.
- 1.2 The purpose of this Invitation to Quote is to inform selected Service Providers about Bracknell Forest Council's requirements for the supply of Postal Services. The document arms these Service Providers with the information needed to enable them to bid for the agreement to supply the service.
- 1.3 Government Procurement service (formally known as Buying Solutions) awarded a suite of Postal Services Framework Agreements (RM782), in August 2010. Bracknell Forest Council wishes to run a 'further-competition' under these framework agreements to obtain the services detailed in Appendix A and the table at 3.3.2 below.

SECTION 2: COMPETITION PROCESS

2.1 Introduction

Bracknell Forest Council is looking for the successful Service Provider to work with them to achieve process efficiencies and savings. It is expected that the Council and the successful Service Provider will work in partnership to:

- Review/change Bracknell Forest Council document templates and databases to ensure they meet machine readable criteria.
- Reduce the volumes of handwritten mail items, by encouraging and educating staff within the Council to produce mail with type-faced addresses.
- Seek to standardise, where possible, the use of 'Letter' sized mail items (i.e. DL and C5), thus removing the volume of Large Letters and Packets.
- Consolidate all Council mail to be processed from one central location.
- Ensure adequate training for staff on new procedures required.

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2.2 Timetable for competition

The timetable for the main stages of this further - competition is outlined below.

Target Date	Stage
	Invitation to Quote Issued
	Service Provider Responses Submitted
	Evaluation
	Potential Service Provider Clarification Interviews*
	Internal Sign off process
	Contract Award & Implementation meeting with successful Service Provider
	10 day standstill - alcatel standstill period Please note: The Council may decide to carry out a voluntary 10 day alcatel standstill period once the contract has been awarded.
	Implementation
02 January 2013	Proposed Contract Start date

* **Please note:** The Council reserves the right to invite all bidders in to interview to carry out any clarifications on their bid submissions, but please note that these may not be required. Please refer to Section 2.5 for further information.

Bracknell Forest Council may at its own absolute discretion extend the closing date and the time for receipt of Service Providers Responses. Any extension granted will apply to all Service Providers. All costs incurred in relation to preparing and submitting a response are to be borne by the Service Provider.

2.3 Prices

Service Providers will be required to submit their quotations using the attached template, Appendix E, in order that a comparison between providers can be made, as part of the assessment of responses.

Please note: Bracknell Forest will use the estimated annual usage provided within this ITQ, against each of the items contained within the Pricing template at Appendix E to calculate an overall cost of the tender proposal by supplier. The Council also reserves the right to include any additional costs contained within your proposal, should the Council feel it appropriate to do so.

2.4 Proposed Approach

Service Providers must show their proposed approach to providing the required services. This may include proposals for changing mail products currently used by Bracknell Forest Council whilst maintaining delivery timescales. Bracknell Forest Council are seeking innovative solutions and proposals from Service Providers to fulfil their mail requirements and drive efficiencies to achieve greater savings throughout the life time of the agreement.

2.5 Selection of Service Provider

The following criteria and weightings shall be applied to the Framework Service Provider's compliant tenders submitted through the Further Competition.

Evaluation criteria	Criteria Weighting %	Sub criteria	Sub criteria Weighting %
PROPOSED APPROACH	30%		
Evaluation criteria	Sub Criteria Section Weighting %	Sub criteria	Sub criteria Individual Question Weighting %
Details of the proposed approach for providing the required services	8		
		3.3.1.1 : Management Structure	6
		3.3.1.2 : Sub Contractors	2
Proposed Implementation Approach / Lead Times	4		
		3.3.2.1 : Implementation Plan	1
		3.3.2.2 : Training provision	2
		3.3.2.3 : Business Continuity Plan	1
Mission Statement	1		

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		3.3.3.1 : Mission Statement	1
Methodology Statement	14		
		3.3.4.1 : Dispute resolution & Escalation	1
		3.3.4.2 : Invoice reconciliations	1
		3.3.4.3 : Reporting systems & KPI's	1
		3.3.4.4 : MI Acceptance	1
		3.3.4.5 : Electronic Invoicing	1
		3.3.4.6 : Managing multiple cost centres	1
		3.3.4.7 : Use of External Mailing houses	1
		3.3.4.8 : Collection & Delivery timescales	1
		3.3.4.9 : Monitoring of delivery times	1
		3.3.4.10 : Unprocessed / Undelivered mail	1
		3.3.4.11 : Impacts on service delivery	1
		3.3.4.12 : Minimum Volume requirement	1
		3.3.4.13 : Stationery management	1
		3.3.4.14 : References	1
3.3.5 : Proposals for Innovative Solutions	3		
		3.3.5.1 : Improving machine readable mail	1
		3.3.5.2 : Franking machines - discontinue usages	1
		3.3.5.3 : Partnership approaches	1
Evaluation criteria	Criteria Weighting %	Sub criteria	

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Whole Life Costs	70%		
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The following scoring will be applied by the evaluator to each question:

3 = 100%	Fully compliant with the requirement. All evaluation guidance points covered in detail with full supporting evidence provided
2 = 66%	Some reservations/constraints. The majority of the evaluation guidance points are covered in detail but with some minor shortfalls and supporting evidence lacking.
1 = 33%	Major reservations/constraints. Some of the evaluation guidance points are covered but with major shortfalls, there is little or no evidence/supporting information.
0 = 0%	No response or totally inadequate. None of the evaluation points have been covered within the response.

The Council does not intend to automatically carry out interviews as part of this evaluation, however we do reserve the right to invite all bidders in to interview to carry out any clarifications on their bid submissions should these be deemed necessary. These will be attended by authorised members of the Council only and will be held at Bracknell Forest Council should they be required.

There may be the need to revisit some of the scores in terms of scoring consistency, with a view to producing a final agreed consolidated score amongst evaluation team members. This will also be how the team applies any changes to marks based on responses at interviews, should they be required.

A Consensus Meeting will be held, in which all evaluation team members will participate in order to determine the final scores for each Service Provider.

Unless there are compelling reasons to do otherwise, Bracknell Forest Council intends to award the business to the best scoring Service Provider based on the ITQ responses received as part of this process. The best score will be the overall score produced following the Qualitative Evaluation. However, Bracknell Forest Council reserves the right not to award all or any of the business to the best scoring Service Provider or to any Service Provider.

The evaluation in respect of each ITQ Response will be conducted in clear stages as follows;

The first stage will be to check that the ITQ Response is compliant in that it has been submitted in accordance with the instructions below in section 3: Submission of Responses. Any Bidder failing to comply with these instructions will be eliminated from the procurement.

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The second stage will be an evaluation of each element of your response to the questions in the Qualitative Section or Proposed Approach. Bidders will be scored for all questions to determine a final score. The marks will then be multiplied by the relevant individual requirement weighting within the section and then a factor that ensures each section of the score reflects the relevant section weighting. References will also be obtained as part of the second stage and marked accordingly.

The third stage will be to check the ITQ Response registers the required minimum score of 54 (60%) or more in total for the Qualitative (Proposed Approach) Requirements. Any responses scoring 53 points or less will be rejected from the Further Competition for not sufficiently meeting the requirement of the Council.

Bracknell Forest Council will then award the business to the best scoring Service Provider unless there are compelling reasons to do otherwise.

SECTION 3: SUBMISSION OF RESPONSES

3.1 Response Instructions

Service Providers are requested to submit responses by **no later than XX** addressed to:-

XX

3.2 The envelope must **not** indicate the name of the sender; envelopes that do may be rejected unopened. Similarly, tenders received after the tender submission deadline may be rejected.

No response received after the time and date specified above shall be accepted or considered

3.2 Number of Copies and Format

Providers are requested to submit **3 hard copies and 1 electronic copy** (CD not Memory Stick) by no later than xx.

3.3 Submission Schedule – Requirements

Tenderers should provide the following details and general understanding of the Postal Services required by Bracknell Forest Council.

Service Provider responses should be submitted using the Service Provider Response form provided at Appendix I of this ITQ.

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Evaluation Criteria/Guidance is provided at Appendix J of this ITQ, for the purpose of transparency, so that Service Providers are fully aware of the criteria on which marks will be awarded.

Guidance Note: Tenderers should refer to Appendix F – The Services contained in this ITQ prior to and during the preparation of their response and ensure that they provide Lot specific responses to Bracknell Forest Council for each of the requirements below. Service Providers must only bid, if they have been awarded a Framework Agreement for Lot 1 (see Appendix G) and have been invited to bid by Bracknell Forest Council.

3.3.1 – Proposed Approach

3.3.1.1 Details of the suppliers approach for providing Lot 1 Services to Bracknell Forest Council. The responses should include:-

- Proposed day to day management structure, including:-
- Overall structure of the management team.
- Level and experience of the proposed account management team.
- Level of day to day resource that will be allocated to the contract.
- Illustration of the dedicated account management structure, including confirmation of intent to supply a single account manager for the Council.

3.3.1.2 Any sub-contracting arrangements.

3.3.2.1 Details of the proposed Implementation Approach / Lead Times

- The tenderer should clearly describe a customised plan which includes timescales, actions and key milestones, for Lot 1. The plan should define implementation activities, including any training provision and support that will be offered to Bracknell Forest Council prior to implementation as well as ongoing provisions, commercial activities and post implementation activities, as detailed in Appendix F of this ITQ.
- The tenderer should clearly demonstrate how they will work with Bracknell Forest Council to deliver the services required, including training of Council staff on presentation of mail prior to commencement of the agreement.
- The tenderer should describe any business continuity plans, should any obligations under the contract not be met.

3.3.1.3 A Mission statement dedicated to the operation of the Contract

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- Tenderers are required to provide a mission statement to demonstrate how their working relationship and delivery of Lot 1 will be supported. The mission statement should include, but is not limited to how you will deliver:
 - Quality
 - Commitment to working with Bracknell Forest
 - Evidence of previous partnership working
 - Resource

3.3.1.4 A Methodology Statement for delivering Lot 1 Services

- Tenderers are required to provide details of their dispute resolution and escalation process.
- Tenderers are required to demonstrate how they will ensure that the Council has the ability to carry out robust invoice reconciliations.
- Tenderers are required to provide details of the reporting systems being proposed to ensure the KPI's and SLA's in relation to this contract are met.
- Tenderers are required to confirm their acceptance of the management information requirements.
- Details of the provisions and support that will be available in terms of the submission of weekly or monthly, in arrears, electronic invoices.
- Confirmation of tenderers ability to produce weekly or monthly consolidated invoicing showing cost centre summary charges. The answer should confirm if there is any limit to the number of cost centres the Council can request to be set up within your system. Tenderers are also required to submit a sample invoice showing summary charges of multiple cost centres as part the response.
- Indication of how the tenderer would facilitate the delivery of bulk mailing and submit any additional prices below (e.g. collection from a different site), and also in the pricing schedule under any other costs,
- Tenderers are required to describe Collection and delivery timescales for meeting the service levels as specified at Appendix F and as specified in Bracknell Forest Councils Mail Profile Gathering Templates at Appendix B.
- Tenderers are required to describe their process and procedures for the effective and accurate monitoring of postal delivery times, to ensure that post is delivered within the agreed timescales. The response should also include your minimum postal delivery times for each service.
- Description of processes and requirements for dealing with unprocessed/undelivered mail items and the timescales for returning the mail to Bracknell Forest Council premises.
- Tenderers are asked to describe any impact to service costs delivery that the Council might experience, if lower than anticipated levels of mail are collected during any one year.

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- Indication (if any) the minimum volumes required per mail product i.e. machine readable mail.
- Bracknell Forest Council may still hold stocks of stationery that is relevant to the current provider; Service Providers are asked to describe how this would be handled with the successful Service Provider.
- Tenderers are asked to provide details of 3 referees with whom they have conducted similar business (as Lot 1) over the last 2 years. These referees should represent contracts of similar size and nature to Council requirements.

3.3.1.4 Proposals for Innovative Solutions

- Tenderers are required to provide a detailed case study of where innovations have been achieved in a similar organisation.
- Tenderers are asked to describe how they might assist the Council in achieving this cultural change away from Franking machines, which can sometimes be embedded within individual silo departments.
- Tenderers are asked to submit proposals for a partnership way of working that intends to increase the percentage of machine readable mail produced by the Council.

3.3.2 – Required Services

Lot	Required
Lot 1 Collection and Delivery Collection from Contracting Body, delivery to addressee	✓

3.4 Requests for Clarification

3.4.1 All enquiries in connection with this further competition should be addressed to:-

XX

No approach of any kind should be made to any other person in connection with this further competition or this document unless directed by the above.

3.4.2 The closing date for raising clarification questions is 5pm on XX.

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- 3.4.3 Bracknell Forest Council will endeavour to respond as quickly as possible but cannot guarantee a minimum response time. Bracknell Forest Council undertakes to respond to any request for clarification at least 4 working days before the deadline for receipt of responses.
- 3.4.4 In order to ensure equality of treatment of Service Providers, Bracknell Forest Council intends to email the questions and clarifications raised by Service Providers together with the response to all participants on a regular basis. Service Providers are therefore advised to indicate if a query is of a commercially sensitive nature i.e. where disclosure of such a query and the answer would be likely to prejudice its commercial interests.

REQUIRED SERVICES

1. **Contract**

The contract will be let on the Terms and Conditions of the Government Procurement Service Postal Services Frameworks Call-Off Terms and Conditions and Order Form (RM782).

2. **Contract Duration**

This contract shall commence on 2nd January 2013 for duration of 2 years with the option to extend for a further and final year. The contract shall expire on 1st January 2015 unless extended under a pre-agreed option to extend.

3. **Contract Scope**

Lot 1 Collection and Delivery
Collection from Authority, delivery to addressee

Bracknell Forest Council will also be seeking the successful Service Provider to provide the following provisions as part of the service offering.

- Consolidated weekly/monthly invoices to be submitted electronically (in arrears) with full itemisation of multiple cost centre details.
- An electronic e-docket facility to enable the Council to provide details of their daily mail volumes.
- Meet the collection times as detailed within the Mail Profile Gathering Templates at Appendix B of this ITQ.
- A single account manager for the Council.
- A dedicated customer service provision for the Council.

4. **Management Information**

Bracknell Forest Council will be looking for, as a minimum from the Service Provider, an outline report based on the Framework Agreement KPI's specified within Appendix H.

Specific requirements will be agreed between Bracknell Forest Council and the successful Service Provider prior to going live, as part of the implementation process.

MAIL PROFILE

Provision of Mailing Services to Bracknell Forest Council

Postal requirements gathering checklist

1. WHAT IS YOUR NORMAL MAIL VOLUME?

1.1 *It is important to indicate volumes of mail sent as a letter, large letter or packet as this will have an affect on the price paid. Note that it is important to include the overall volumes of Non-Machine readable mail (e.g. handwritten) and Machine readable mail (printed).*

1.2 *Please indicate whether your organisation uses a franking machine or a docket account. **Franking machine at present.***

	EXAMPLE OF DAILY VOLUMES					
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Standard 1st Class Mail						
Letter non machine readable (0-100g)						
Letter machine readable (0-100g)						
*Large Letter non machine readable						
*Large Letter machine readable						
Standard 2nd Class Mail						
Letter non machine readable (0-100g)						
Letter machine readable (0-100g)						
*Large Letter non machine readable						
*Large Letter machine readable						
Business Mail						
2 nd Class letter (0-100g)						

* Volume break-down per weight bandings unavailable for large letters.

** Part of a yearly mail shot (see bulk mailings).

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2. BULK MAILINGS

Please indicate whether you send bulk mailings such as marketing/publicity campaigns, annual mail shots e.g. Council Tax letters, health information leaflets, transactional mail.

Regular/Planned bulk mail	Volume	Dates	Mail Product used
Adult Social Care (Survey)		January	2 nd class Letter non machine readable
Adult Social Care (Survey)		February	2 nd class Letter non machine readable
Adult Social Care (Survey)		October	2 nd class Letter non machine readable
Adult Social Care (Survey)		November	2 nd class Letter non machine readable
Adult Social Care (Strategy)		Yearly	2 nd class Letter non machine readable
Aiming High		Monthly	2 nd class Letter non machine readable
Benefits		Yearly	2 nd class Letter non machine readable
Council Tax (Invoices)		March	Walksort 2 (now Business Mail)
Council Tax (Reminders)		Monthly	Business Mail 2 nd
Electoral (PI Refresh)		January	Business Mail 2 nd
Electoral (PI Refresh)		February	Business Mail 2 nd
Electoral (PI Refresh)		March	Business Mail 2 nd
Electoral (Postal Votes)		Yearly	Business Mail 2 nd
Environment (Half Marathon)		Yearly	2 nd class Letter non machine readable
Forest Care (newsletter)		January	2 nd class Letter non machine readable
Forest Care (non applications)		Monthly	2 nd class Letter non machine readable
School Admissions		October	2 nd class Letter non machine readable
School Admissions		December	2 nd class Letter non machine readable
School Admissions		January	2 nd class Letter non machine readable
School Admissions		March	2 nd class Letter non machine readable
School Admissions		April	2 nd class Letter non machine readable
Sports Centre		September	2 nd class Letter non machine readable
Sports Centre		January	2 nd class Letter non machine readable
The Look Out (Schools)		April	2 nd class Letter non machine readable
The Look Out (Schools)		September	2 nd class Letter non machine readable
The Look Out (Schools)		January	2 nd class Letter non machine readable e
Waste (Invoices)		November	Business Mail 2 nd

Future Campaigns	Volume	Indicative Dates (if known)	Mail Product used
Waste (stickers)		January	Business Mail 2 nd

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3. **COLLECTION SITE DETAILS**

Please provide details of your sites from which mail is to be collected.

Contact Name	Site Address	Collection Times Required	Vehicular access/Restrictions
Angela Aktas Central Post & Support Team Manager	Bracknell Forest Council Time Square Market Street Bracknell Berkshire. RG12 1JD	4.00pm 5.00pm	Parking spaces at front of building. Do not park in a disabled space. Obtain lift pass from Reception.

Note: Mail volumes should be provided for each collection site by completing a separate Mail Profile Gathering Template.

4. The information gathered on this template may also be used to undertake a demand management examination of mail products used and help organisations to make decisions regarding a move to a different, cheaper product.

Call-Off Terms and Conditions and Order Form.

Bracknell Forest Council are undertaking this ITQ exercise under the Government Procurement Services Postal Services Framework Agreement (RM782). As such, on award Bracknell Forest Council will sign up to the Postal Services Framework Agreement Call-Off Terms and Conditions.

The Service Providers have already agreed to the Call-Off Terms and Conditions contained within the Framework Agreement.

Copies of the Call-Off Terms and Conditions and Order Form of each Service Provider can be found on the Government Procurement Service website.

IMPORTANT INFORMATION

NOT USED

PRICING TEMPLATE

Please note: The Council currently sends over 95% of its mail by second class, however, there will always be instances throughout the contract term where the Council is required to send mail out by first class, hence why you are required to provide pricing for both elements.

LOT 1 – COLLECTION AND DELIVERY TO ADDRESSEE

END TO END SERVICES

Item	Unit	Price / Discounts
Standard Tariff 1st Class Letter 0-100g	Per letter	
Standard Tariff 1st Class Large Letter 0-100g	Per letter	
Standard Tariff 1st Class Large Letter 101-250g	Per letter	
Standard Tariff 1st Class Large Letter 251-500g	Per letter	
Standard Tariff 1st Class Large Letter 501-750g	Per letter	
Standard Tariff 1st Class Letter/Large Letter Volume Discounts. Please insert volume breaks and discounts available adding additional lines as required.		_____ %
Standard Tariff 2nd Class Letter 0-100g	Per letter	
Standard Tariff 2nd Class Large Letter 0-100g	Per letter	
Standard Tariff 2nd Class Large Letter 101-250g	Per letter	
Standard Tariff 2nd Class Large Letter 251-500g	Per letter	
Standard Tariff 2nd Class Large Letter 501-750g	Per letter	
Standard Tariff 2nd Class Letter/Large Letter Volume Discounts. Please insert volume breaks and discounts available adding additional lines as required.		_____ %
Business Mail Advanced 2 nd Class Letter 0-100g	Per Letter	
Business Mail Advanced 2 nd Class Large Letter 0-100g	Per Letter	
Business Mail Advanced 2 nd Class Large Letter 101-250g	Per Letter	
Business Mail Advanced 2 nd Class Large Letter 251-500g	Per Letter	
Business Mail Advanced 2 nd Class Large Letter 501-750g	Per Letter	
Volume Discounts - % Please insert volume breaks and discounts available adding additional lines as required		_____ %
Please indicate any additional economy delivery services (and timescales) for; <ul style="list-style-type: none"> • Un-sorted non machine readable Letters • Un-sorted non machine readable Large Letters • Un-sorted machine readable Letters • Un-sorted machine readable Large Letters • Pre-sorted non machine readable Letters • Pre-sorted non machine readable Large Letters • Pre-sorted machine readable Letters • Pre-sorted machine readable Large Letters 		

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Volume Discounts - % Please insert volume breaks and discounts available adding additional lines as required		_____ %
Please indicate any additional costs e.g. <ul style="list-style-type: none"> • Floor Collection fees (if post room is not located on the ground floor of the building) • Mail collection fees - please indicate any minimum yearly collection spend / volume and any fees charged if this is not met. • Indicia printing • Return address printing • Logo printing • Any other costs 		

DOWNSTREAM ACCESS

Item	Unit	Price / Discounts
Standard Tariff 1st Class Letter 0-100g	Per letter	
Standard Tariff 1st Class Large Letter 0-100g	Per letter	
Standard Tariff 1st Class Large Letter 101-250g	Per letter	
Standard Tariff 1st Class Large Letter 251-500g	Per letter	
Standard Tariff 1st Class Large Letter 501-750g	Per letter	
Standard Tariff 1st Class Letter/Large Letter Volume Discounts. Please insert volume breaks and discounts available adding additional lines as required.		_____ %
Standard Tariff 2nd Class Letter 0-100g	Per letter	
Standard Tariff 2nd Class Large Letter 0-100g	Per letter	
Standard Tariff 2nd Class Large Letter 101-250g	Per letter	
Standard Tariff 2nd Class Large Letter 251-500g	Per letter	
Standard Tariff 2nd Class Large Letter 501-750g	Per letter	
Standard Tariff 2nd Class Letter/Large Letter Volume Discounts. Please insert volume breaks and discounts available adding additional lines as required.		_____ %
Machine readable 2 nd Class Letter 0-100g	Per Letter	
Machine readable 2 nd Class Large Letter 0-100g	Per Letter	
Machine readable 2 nd Class Large Letter 101-250g	Per Letter	
Machine readable 2 nd Class Large Letter 251-500g	Per Letter	
Machine readable 2 nd Class Large Letter 501-750g	Per Letter	
Volume Discounts - % Please insert volume breaks and discounts available adding additional lines as required.		_____ %

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<p>Please indicate any additional economy delivery services (and timescales) for;</p> <ul style="list-style-type: none"> • Un-sorted non machine readable Letters • Un-sorted non machine readable Large Letters • Un-sorted machine readable Letters • Un-sorted machine readable Large Letters • Pre-sorted non machine readable Letters • Pre-sorted non machine readable Large Letters • Pre-sorted machine readable Letters • Pre-sorted machine readable Large Letters 		
<p>Volume Discounts - % Please insert volume breaks and discounts available adding additional lines as required.</p>		_____ %
<p>Please indicate any additional costs e.g.</p> <ul style="list-style-type: none"> • Floor Collection fees (if post room is not located on the ground floor of the building) • Mail collection fees - please indicate any minimum yearly collection spend / volume and any fees charged if this is not met. • Indicia printing • Return address printing • Logo printing • Any other costs 		

The Services:

1. This Appendix F details all of the Lots available under the Government Procurement Service Postal Services Framework Agreement. The Contracting Body is wanting to award a Call-Off contract only for those Lots detailed in paragraph 3.3.2 above. Service Providers must only bid for those Lots for which they have been awarded a Framework Agreement (see Appendix G) and have been invited to bid by the Contracting Body.

Lot
<p>Lot 1</p> <p>Collection and Delivery</p> <p>Collection from Contracting Body, delivery to addressee</p>

The Services available under the Government Procurement Service Postal Services Framework Agreement shall be classified as:

2.1 LOT 1 - Collection and Delivery Services:

2.1.1 Where required and where the Service Provider has the capability to undertake an end to end service and has been accepted on to the Authority's Postal Services Framework to provide Collection and Delivery services the Service Provider shall:

2.1.1.1 Convey and deliver to the relevant addresses within all or part of the United Kingdom and Islands all Mailing Items collected by the Service Provider from the Council and accepted by Service Provider in accordance with an agreed Mailing Profile and the terms of this Contract;

2.1.1.2. Provide the Council with an online and /or telephone facility to enable the tracking of mailings at individual bag/tray level, from time of collection from the Council to the point of delivery to the Service Provider's delivery office/depot. Such facilities shall be provided to the Council on a free of charge basis.

2.1.1.3 Provide a track and trace facility at individual bag/tray level to ensure that the location of a mail item can be identified at any appropriate point in the mail pipeline.

2.1.1.4. Undertake the service at 2.1.1.1 to the Service Level targets set out in Appendix H.

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2.1.2. Where required and where the Service Provider is in possession of an access agreement with Royal Mail and has been accepted on to the Authority's Postal Services Framework to provide Collection and Delivery services the Service Provider shall:

2.1.2.1 Convey and deliver to the relevant Royal Mail access point all mailing items collected by the Service Provider from the Council and accepted by the Service Provider in accordance with an agreed Mailing Profile and the terms of this Contract;

2.1.2.2 Provide the Council with an online and /or telephone facility to enable the tracking of mailings at individual bag/tray level, from time of collection from the Council to the point of delivery to the relevant Royal Mail access point. Such facilities shall be provided to the Council on a free of charge basis;

2.1.2.3 Provide a track and trace facility at individual bag/tray level to ensure that the location of a Mail Item can be identified at any appropriate point in the mail pipeline.

2.1.2.4 Undertake the service at 2.1.2.1 to the Service Level targets set out in Appendix H. The Council acknowledges that the Service Provider is required to use Royal Mail for the final sortation and delivery and is accordingly not able to offer any assurance as to the actual delivery time of any mail item for the Royal Mail component. The Service Provider shall not therefore be liable to the Council or to any other person for failure to deliver within this target where such failure is directly attributable to the Royal Mail component;

GENERAL REQUIREMENTS:

Mail Integrity

- The Service Provider shall ensure the physical security of all mail items collected from the Council from time of collection to time of delivery to addressee or, in the case of DSA, to Royal Mail access point.

Mail Inspection

- The Service Provider and, where relevant when DSA utilised, Royal Mail shall be granted reasonable rights of access to open mailing bags and inspect mailing items (but not their contents) in order to verify compliance with the Requirements of the Contract in accordance with the provisions set out in the Service Provider's User Guide. For the avoidance of doubt, envelopes shall remain unopened.

Benchmarking

- The Service Provider shall assist, free of charge, the Council in benchmarking the Services every 6 months for the duration of the Framework Agreement and the Contract in order to compare the charges offered and quality of service received against comparable quantities of comparable services provided in the UK by the Service Provider to any public/private sector organisation.

Pilots

- The Service Provider shall carry out pilots/trials of the Services as requested by the Council. The duration of such pilots shall be agreed between the Council and the Service Provider. The successful conclusion of these pilots shall not guarantee the award of a longer term Contract by the Council.

Operational Checks and Audits

- The Service Provider shall carry out such operational checks and audits as required to ensure the most cost effective and efficient provision of the services. The frequency of such checks and audits to be agreed with the Council dependent on the Service provided.

Account Management

The Service Provider will provide an appropriate level of account management which shall include but not be limited to:

- sales and marketing;
- contract management and governance;
- implementation activity and planning;
- industry Best Practice; and
- opportunities for innovation.

Implementation

- The Service Provider shall work in good faith with the Council to develop an Implementation Plan.
- The Implementation Plan may include, but shall not be limited to, any or all of the following subject areas. The exact scope may vary depending upon the nature of the Service to be provided and Council Requirements.

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(A) Pre Sales activities, including:

- identifying and engaging stakeholders;
- Council meetings to ascertain requirements, including business drivers and the case for change;
- developing and agreeing the Councils success criteria;
- general site assessment;
- identifying and confirming collection locations;
- assessing Mailing Profiles, including risk, security and criticality;
- exploring Service offerings;
- determining appropriateness of pilots;
- developing opportunity assessments, including cost of change; and
- exploring synergistic opportunities, e.g. upstream, downstream and collaborative aspects.

(B) IMPLEMENTATION ACTIVITY, INCLUDING:

- Requirements verification;
- detailed site assessment;
- IT Requirements planning and implementation;
- base stock Requirements and procurement;
- free issue materials;
- defining collection points and site access protocols;
- agreeing Indicia/return address;
- agreeing returns handling;
- agreeing preparation, documentation and hand-over requirements;
- developing communications plans;
- undertaking user training;

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- developing User Guides; and
- carrying out test process dry runs.
- mail item templates;
- agreeing scope of mail audits, mail consultancy services (where appropriate);
- agreeing milestones and targets for mail audits and mail consultancy services (where appropriate);
- agree the format, process and timescales on which data is transferred from the Council to the Service Provider and vice versa.

(C) Commercial activities, including:

- responding to further-competitions, where appropriate;
- agreeing Service Levels and Service Credits where different from the baseline model;
- agreeing alternative and additional Contract terms , where appropriate;
- agreeing final Service scope;
- agreeing pricing;
- agreeing 'go live' date;
- signing the Contract.

(D) Post-implementation activities, including:

- reviewing operations and services;
- assessing benefits derived;
- providing service improvement plans, where appropriate; and
- identifying future opportunities.

Each Implementation Plan shall include a glossary of terms.

Implementation plans shall be provided on a free of charge basis and shall be produced electronically in an MS readable format.

USER GUIDES

The Service Provider shall work in good faith with the Council to develop a User Guide for each Contract as may be awarded from time to time.

User Guides shall provide detailed instructions pertaining to the operation of the Service(s) and may include, but shall not be limited to, any or all of the following subject areas:

- addressing standards;
- the Service Provider's mail indicia;
- forecasting requirements;
- Down Stream Access requirements (where applicable);
- mail piece accreditation for Mailsort discounts;
- cost of change tools;
- mail preparation, sortation and presentation
- mail verification and revenue protection;
- return addresses and undeliverable mail;
- mail item templates; and
- value added services.

Each User Guide shall include a glossary of terms.

User Guides shall be provided on a free of charge basis and shall be produced electronically in an MS readable format.

User Guides shall be reviewed and updated as appropriate to reflect changes in routine operational practice. Any changes must be agreed in advance and in writing with the Council, such agreement not to be unreasonably withheld.

Reporting and Key Performance Measures

Monthly Reports

The Service Provider will provide monthly reports to the Council for the services provided. The monthly reports shall include but shall not be limited to the following content:

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- Performance against the Service Levels detailed in Appendix H, including where appropriate to the Service Provider's performance, information on mailing delivery failures by postcode area and/or postcode district ;
- Percentage of machine readable mail produced by the Council each month
- Breakdown of transaction activity by day;
 - Quantity of primary sortations;
 - Quantity of default sortations.
- Breakdown of daily committed expenditure by the Council;
- Complaints, issues and risks; including proposed remedial actions or actions taken.
- Reports shall be submitted to the Council by the Service Provider no later than the first Friday of each calendar month, covering the previous month's activities.
- The Service Provider shall provide reports electronically in MS or PDF format. Where appropriate, the reports shall include statistical data (including visual representation of the statistics where relevant) as well as written summaries explaining such data.
- The parties may agree additional reporting requirements from time to time in accordance with the Change Control Procedure.

Exception Reporting

The Service Provider shall provide reports to the Council of exceptions to the service level targets including but not limited to:

- Mailing delivery failures;
- Incident reports;
- Mails pipeline failure;
- IT/server failure;
- Printer failure;

Exception reports shall be provided to the Council immediately the exception occurs.

All exception reports shall be provided in the format requested by the Council.

Key Performance Measures

The Service Provider's performance will be measured against the Service Level Targets.

Where any of the Service Levels are not met, the Service Provider shall pay to the Council (as an adjustment to charges) the Service Credits in that Schedule. The parties specifically acknowledge that such Service Credits are a reasonable adjustment to charges to reflect the reduced Service given and do not in any way form a penalty. Service Credits shall only apply where failure to meet the Service Levels are directly attributable to the Service Provider.

Account Management

- The Service Provider will provide an appropriate level of account management.
- Account management will include but not be limited to:
 - i) Sales and marketing;
 - ii) Contract management and governance, including a complaints escalation procedure;
 - iii) Implementation activity and planning;
 - iv) Training and Training Guides/User Guides;
 - v) Provision of Management Information;
 - vi) Industry Best Practice;
 - vii) Opportunities for innovation.
 - viii) Monthly invoices, broken down by cost centre, business area etc where requested by the Council;
 - ix) Regular review meetings to discuss performance;
 - x) Provision of a helpdesk facility.

Service Provider Table

The following table details those Service Providers that were successfully awarded a Framework Agreement and the LOTS for which those Service Providers were successful.

Lot 1	Lot 2	Lot 3
DX Group	DX Group	DX Group
Postal Choices Ltd	Royal Mail	GCDA
Royal Mail	Secured Mail	Royal Mail
Secured Mail	UK Mail Ltd	UK Mail Ltd
TNT Post UK Ltd		
UK Mail Ltd		
Lot 4	Lot 5	Lot 6
DX Group	Royal Mail	DX Group
Royal Mail Wholesale	Secured Mail	Royal Mail
Secured Mail	UK Mail Ltd	
Lot 7	Lot 8	Lot 9
Royal Mail	DX Group	DX Group
UK Mail Ltd	Royal Mail	Royal Mail
		UK Mail Ltd
Lot 10	Lot 11	Lot 12
CFH Total Document Management Ltd	Adare Ltd	Adare Ltd
Communis PLC	DX Group	DX Group
GI Solutions Group	Pitney Bowes Ltd	Pitney Bowes Ltd
Opus Trust Marketing Ltd	Royal Mail	Royal Mail
*Pitney Bowes Ltd	Royal Mail Wholesale	UK Mail Ltd
Royal Mail	UK Mail Ltd	
Secured Mail		
SLM Ltd		
TNT Post UK Ltd		
UK Mail Ltd		
Viapost Communications Ltd		
Lot 13	Lot 14	
DX Group	Communis Plc	
Royal Mail	DX Group	
	Royal Mail	
	UK Mail Ltd	

*Pitney Bowes has been accepted onto the Framework Agreement for Lot 10 for their Off-site production product only, which adheres to the specification for Hybrid Mail. Near site production and on-site production solutions for this Lot were rejected.

SERVICE LEVELS

Service Elements

- Service Provider's performance will be measured against the following distinct Service Elements:
 - (A) Service Provider's Property uptime (availability of printer hardware and post code pre-sortation software);
 - (B) Hybrid Mail Service Provider's shall (in addition to point 'A' above) ensure that the relevant software is available to facilitate the routing, printing and enveloping of all mail items
Not appropriate to this agreement
 - (C) On-time mailing collection from the Council or their Agent;
 - (D) On-time mailing delivery to Royal Mail or equivalent Service Provider's access point;
 - (E) Level of delivery errors to Royal Mail or equivalent Service Provider's access point;
 - (F) On-time delivery to addressee (Secure delivery). **Not appropriate to this agreement.**
 - (G) On-time delivery to addressee (end to end measured by test mailings);
 - (H) On time delivery of mail presorted for inbound delivery. **Not appropriate to this agreement.**
 - (I) Provision of progress reports in the timescale specified; and
 - (J) On time delivery of mailing materials (bags, labels, ties, etc)
- The Service Provider shall measure and report in writing to the Council on the performance of the Services during each calendar month during the operation of this Agreement, (the "Measurement Period"), against each Service Element listed above. Such reports shall be subject to the Councils agreement and acceptance of the performance stated.
- The Parties may agree additional Service Elements from time to time in accordance with the Change Control Procedure

Scoring Methodology

- Each Service Element shown above shall have associated with it;
 - (A) A Performance Target;
 - (B) A target numeric score indicating full attainment of performance (“Target Score”);
 - (C) An actual numeric score indicating actual attainment of performance (“Actual Score”).
- Service Provider Performance Scoring which will form part of the ongoing Contract Management shall be applied to each Service Element based on the following scale:

Score	Criteria
“3”	Actual performance exceeds Performance Target in all areas
“2”	Actual performance meets Performance Target in all areas
“1”	Actual performance falls below Performance Target in more than one area
“0”	No actual performance recorded or attained

- The Service Provider shall measure the level of performance and enter the corresponding score into Service Provider’s monthly summary report substantially in the form as detailed below.

Key Performance Indicators - Target Model

Ref	Service Element	Target Score	Actual Score
(A)	Service Provider Property Uptime <ul style="list-style-type: none"> • Printer to be available 99% of time (based on 24 x 5 x 365 availability) • Postcode pre-sortation software to be available 99% of time (based on 24 x 5 x 365 availability) 	“2”	

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(B)	<p>In addition to point 'A' above, Hybrid Mail Service Provider's shall ensure :</p> <ul style="list-style-type: none"> • Relevant routing software to be available 100% of time (based on 24 x 5 x 365 availability) • Printing and enveloping machines/equipment to be available 100% of time (based on 24 x 5 x 365 availability) <p align="center">NOT APPLICABLE</p>	<p align="center">"2"</p> <p align="center">"2"</p>	
(C)	<p>On-time Mailing collection</p> <ul style="list-style-type: none"> • Mailing collected from mailing location within +1 hour of agreed collection time for 95% of collections made in a calendar month; 	<p align="center">"2"</p>	
(D)	<p>On-time mailing delivery to Royal Mail access point:</p> <ul style="list-style-type: none"> • Mailing delivered to Royal Mail within allocated delivery window for 98% of deliveries in a calendar month; 	<p align="center">"2"</p>	
(E)	<p>Accuracy of delivery (including loss or damage) to Royal Mail access point:</p> <ul style="list-style-type: none"> • Zero delivery errors to Royal Mail access point for deliveries made in a calendar month 	<p align="center">"2"</p>	
(F)	<p>Accuracy of secure delivery to addressee</p> <p align="center">NOT APPLICABLE</p>	<p align="center">"2"</p>	
(G)	<p>On-time delivery to addressee (end to end measured by test mailings)</p>	<p align="center">"2"</p>	
(H)	<p>On time delivery of mail presorted for inbound delivery</p> <p align="center">NOT APPLICABLE</p>	<p align="center">"2"</p>	
(I)	<p>Provision of progress reports:</p> <ul style="list-style-type: none"> • On time 	<p align="center">"2"</p>	

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	<ul style="list-style-type: none"> • Content complete • In required format 	<p align="center">“2”</p> <p align="center">“2”</p>	
(J)	<p>On-time delivery of mailing materials:</p> <p>Delivery within 7 working days from receipt of order</p>	“2”	

Service Credits

Where any of the Service Levels are not met, the Service Provider shall pay to the Council (as an adjustment to Charges) the Service Credits set out below. The parties specifically acknowledge that such Service Credits are a reasonable adjustment to Charges to reflect the reduced Service given and do not in any way form a penalty. Service Credits shall only apply for failure to meet the Service Levels directly attributable to the Service Provider.

Ref	Service Element	Service Credit
(A)	<p>Service Provider Property Uptime</p> <ul style="list-style-type: none"> • Printer to be available 99% of time (based on 24 x 5 x 365 availability) • Postcode pre-sortation software to be available 99% of time (based on 24 x 5 x 365 availability) 	<p>£150.00 per hour for each hour (or part thereof) of downtime. Grace period of 60 minutes.</p> <p>£150.00 per hour for each hour (or part thereof) of downtime. Grace period of 60 minutes.</p>
(B)	<p>In addition to point 'A' above, Hybrid Mail Service Provider's shall ensure :</p> <ul style="list-style-type: none"> • Relevant routing software to be available 100% of time (based on 24 x 5 x 365 availability) • Printing and enveloping machines/equipment to be available 100% of time (based on 24 x 5 x 365 availability) <p align="center">NOT APPLICABLE</p>	<p>£150.00 per hour for each hour (or part thereof) of downtime. Grace period of 30 minutes.</p> <p>£150.00 per hour for each hour (or part thereof) of downtime. Grace period of 30 minutes.</p>
(C)	On-time Mailing collection (DSA and	

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	<p>end to end)</p> <ul style="list-style-type: none"> Mailing collected from mailing location within +/- 30 minutes of agreed collection time for 95% of collections made in a calendar month; 	<p>£25.00 per hour for each hour (or part thereof) that collection is later than +/- 30 minutes of agreed time</p>
(D)	<p>On-time mailing delivery (DSA)</p> <ul style="list-style-type: none"> Mailing delivered to Royal Mail within allocated delivery window for 98% of deliveries in a calendar month; 	<p>50% reduction in daily mailing costs excluding Service Provider access price for affected deliveries</p>
(E)	<p>Accuracy of delivery to Royal Mail access point. (DSA)</p> <ul style="list-style-type: none"> Zero delivery errors to Royal Mail local delivery office for deliveries made in a calendar month 	<p>100% reduction in daily mailing costs excluding Service Provider access price for discovered delivery errors</p>
(F)	<p>On-time delivery to addressee (Secure Delivery)</p> <ul style="list-style-type: none"> Measured by Service Provider's track and trace facility. 100% of secure delivery items to be delivered at due time. <p>NOT APPLICABLE</p>	<p>100% reduction in cost of late secure mail item.</p>
(G)	<p>On-time delivery to addressee (end to end measured by test mailings.</p> <ul style="list-style-type: none"> 97% of items to be delivered on time 	<p>100% reduction in daily mailing costs for affected deliveries.</p>
(H)	<p>On-time delivery of mail presorted for inbound delivery to Contracting Body.</p> <p>NOT APPLICABLE</p>	<p>1% of the monthly charge for each delivery of mail that is delayed for more than 10 minutes after the time agreed with the Contracting Body;</p>

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(I)	Provision of monthly management information: <ul style="list-style-type: none"> • On time – 100% • Content complete – 100% • In required format – 100% 	£100 for when the monthly MI is late.
(J)	On-time delivery of mailing materials: Delivery within 7 working days from receipt of order	No service credit applies

Action Plan

In the event that the Service Provider’s Actual Score falls below the Target Score for one or more Service Elements, then in addition to the reporting Requirements, the Service Provider shall prepare a remedial action plan (“Action Plan”) to return performance to Target Score Levels. The Action Plan shall include, but not be limited to:

- Details of the specific action(s) to be taken;
- Dates by when action(s) will be complete;
- Risks or issues associated with the remedial plan;

The Service Provider’s Action Plan will be submitted to the Council no later than the first Friday of each calendar month covering the previous month’s performance.

The Service Provider’s Action Plan will be subject to the Council’s and the Contracting Bodies agreement and acceptance. In the event that the parties are unable to reach agreement on a mutually acceptable Action Plan then the Council may reject the Service Provider’s Action Plan and elect to treat the Service Provider’s failure to achieve their Target Score as Unsatisfactory Performance.

SERVICE PROVIDER RESPONSES

PROPOSED APPROACH

OVERALL WEIGHTING : 30%

Details of the proposed approach for providing the required services

3.3.1.1 Please provide details of the proposed day to day management structure, including:-

- Overall structure of the management team
- Level and experience of the proposed account management team;
- Level of day to day resource that will be allocated to the contract
- Illustration of the dedicated account management structure, including confirmation of intent to supply a single account manager for the Council

[Enter a response here]

3.3.1.2 Please detail any Sub-contracting arrangements:-

[Enter a response here]

Proposed Implementation Approach / Lead Times.

- 3.3.2.1 Please provide a customised plan which includes timescales, actions and key milestones, for Lot 1. The plan should define implementation activities, including any training provision & support that will be offered to Bracknell Forest Council prior to implementation as well as ongoing provisions, commercial activities and post implementation activities, as detailed in Appendix F of this ITQ.

[Enter a response here]

- 3.3.2.2 How will you work with Bracknell Forest Council to deliver the services required, including training of Council staff on presentation of mail prior to commencement of the agreement?

[Enter a response here]

- 3.3.2.3 Business Continuity is essential for the Council. Please describe your contingency plans, should you experience any difficulty in fulfilling your obligations under this contract due to unforeseen circumstances.

[Enter a response here]

Mission Statement

3.3.3.1 Please provide a mission statement to demonstrate how your working relationship and delivery of Lot 1 will be supported. The mission statement should include, but is not limited to how you will deliver:

- Quality
- Commitment to working with Bracknell Forest
- Evidence of previous partnership working

[Enter a response here]

Methodology Statement

3.3.4.1 Please provide details of your dispute resolution and escalation process.

[Enter a response here]

3.3.4.2 How will you ensure that the Council has the ability to carry out robust invoice reconciliations?

[Enter a response here]

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3.3.4.3 Please provide details of the reporting systems being proposed to ensure the KPI's and SLA's in relation to this contract are met.

[Enter a response here]

3.3.4.4 Please confirm your acceptance of the management information requirements.

[Enter a response here]

3.3.4.5 Please provide details of the provisions and support that will be available in terms of the submission of weekly or monthly, in arrears, electronic invoices.

[Enter a response here]

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3.3.4.6 The Council operates using a large number of cost centre accounts as a mechanism for charging individual departments.

Please confirm your ability to produce weekly or monthly consolidated invoicing showing cost centre summary charges.

Your answer should confirm if there is any limit to the number of cost centres the Council can request to be set up within your system.

Please note: You are required to submit a sample invoice showing summary charges of multiple cost centres as part of your response.

[Enter a response here]

3.3.4.7 The Council currently uses an external Mailing House (as an agent) to print and process yearly Council Tax invoices. Please indicate how you would facilitate the delivery of this bulk mailing and submit any additional prices below (e.g. collection from a different site), and also in the pricing schedule under any other costs.

[Enter a response here]

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- 3.3.4.8 Please describe Collection and delivery timescales for meeting the service levels as specified at Appendix F and as specified in Bracknell Forest Councils Mail Profile Gathering Templates at Appendix B.

[Enter a response here]

- 3.3.4.9 Please describe your process and procedures for the effective and accurate monitoring of postal delivery times, to ensure that post is delivered within the agreed timescales. Your response should also include your minimum postal delivery times for each service.

[Enter a response here]

- 3.3.4.10 Please describe your processes and requirements for dealing with unprocessed/undelivered mail items and the timescales for returning the mail to Bracknell Forest Council premises.

[Enter a response here]

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- 3.3.4.11 Please describe any impact to service costs delivery that the Council might experience, if lower than anticipated levels of mail are collected during any one year.

[Enter a response here]

- 3.3.4.12 Please indicate (if any) the minimum volumes required per mail product i.e. machine readable mail.

[Enter a response here]

- 3.3.4.13 Bracknell Forest Council may still hold stocks of stationery that is relevant to the current provider; Service Providers should describe how this would be handled with the successful Service Provider.

[Enter a response here]

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- 3.3.4.14 You are required to provide details of 3 referees with whom you have conducted similar business (as Lot 1) over the last 2 years. These referees should represent contracts of similar size and nature to Council requirements.

[Enter a response here]

Proposals for Innovative Solutions

- 3.3.5.1 Bracknell Forest Council is seeking innovative solutions from Service Providers in terms of improvements to addressing, volume of hand written mail and mail format to ensure that more volumes of machine readable mail can be brought under the agreement and thus achieve greater efficiencies and savings. This may involve challenging long established working practices in order to achieve smarter ways of working. Please provide a detailed case study of where you have achieved this in a similar organisation within the last 2 years.

[Enter a response here]

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- 3.3.5.2 One way that Bracknell Forest believe savings can be made, is to move away from the use of Franking Machines. How might you assist the Council in achieving this cultural change, which can sometimes be embedded within individual silo departments?

Please ensure your response includes any additional costs that might be incurred by the Council as a result of these proposals or production of Indicia's, Logo and RTS address in the absence of franking machines.

[Enter a response here]

- 3.3.5.3 The Council would like to consider the option of setting up a contract that benefits both parties, should the percentage of machine readable mail be significantly increased. With the Council currently operating at under 5% machine readable mail, the Council would be prepared to consider a percentage rebate to the supplier based on reaching 75% and 90% machine readable mail. Please detail any proposals you might have for achieving the above two percentages and how you might see this working. A % rebate figure should be included as part of your response.

Please note: The Council is giving no guarantee to proceed with this option but would like to consider the proposals as part of the qualitative evaluation.

[Enter a response here]