
REPORT FOR: CABINET

Date of Meeting:	21 April 2016
Subject:	Project Infinity – Award of Contract
Key Decision:	Yes
Responsible Officer:	Terry Brewer – Divisional Director, Commercial, Contracts and Procurement
Portfolio Holder:	Cllr Anne Whitehead, Adults & Older People
Exempt:	No
Decision subject to Call-in:	No
Wards affected:	All
Enclosures:	Appendix A – Outline of the Competitive Dialogue Process Appendix B – Equality Impact Assessment

Section 1 – Summary and Recommendations

This report sets out information relating to the recommendation for approval by Cabinet to permit the Council to proceed with the commercialisation of the core products of Project Infinity.

Recommendations:

Cabinet is requested to:

1. Delegate authority for contract award to the Corporate Director for People Services in consultation with the Portfolio Holder for Adults and Older People, Cllr Anne Whitehead, together with the Portfolio Holder for Finance and Major Contracts, Cllr Sachin Shah.

Reason: (For recommendations)

The Commercial Partnership for Project Infinity will help to:

- Generate income which will enable savings proposals included in the Medium Term Financial Strategy to be delivered.

Section 2 – Report

Introductory paragraph

The Council's vision is to deliver an innovative digital platform that will offer choice, promote independence, and a healthy lifestyle to service users. In order to achieve this, and given the savings targets, to place Harrow in a position where the targets can be achieved, we need to think of a way to continue delivering a safe service albeit in a completely new and more efficient model.

My Community ePurse (MCeP) is Harrow Council's digital platform for 'Personalisation' developed in collaboration with people that use services, Carers and various Community Groups and the Voluntary Sector. The system assists eligible service users to develop their own outcomes-based support plan using the benefits of an electronic social care marketplace, dynamic purchasing tool, and an electronic purse currently delivered through PayPal.

Although MCeP was originally developed to provide a "personalisation" solution for the eligible service users and Carers in Harrow it has become evident that it also offers a Commercial opportunity to the Council and its residents.

MCeP has even greater opportunity by the extension of the system to the privately funded care market (self-funders) and the development of a fully integrated Assessment and Electronic Marketplace across different services and organisations such as Health.

The current solution is integrated with the OCC/WLA developed CarePlace e-Marketplace directory. Although the Intellectual Property Rights (IPR) for MCeP is fully owned by the Council (subject to review by the Council's legal advisers), the inter-relationship with the WLA CarePlace solution and a recently developed 'Brokerage' solution makes it difficult to capitalise on the MCeP solution.

MCeP is currently developed by OCC and is deployed on a Microsoft .NET platform, which potentially limits its overall portability, flexibility and future proofing against high licensing costs. A re-platforming onto a SaaS (Software as a Service) Cloud Based Container delivery model with MCeP made up of components rewritten with micro services will provide both the opportunity to develop a quality customer facing 'app' and a more secure, open and flexible solution.

To achieve the above it was necessary to seek to work with a company that has the appropriate technical software skills to place MCeP on a different platform and to assist the Council to maximise the monetisation of the product to generate as much revenue as possible as these skills are not available internally.

Options Considered

The following options were considered:

- Maintaining MCeP as part of the OCC/WLA CarePlace system
- A Council fully managed service using contractors to build new software and commercialise MCeP
- Procurement of a Commercial Partnership with a leading household name Software Company with sizeable Technical, Pre-Solution, Sales & Marketing Divisions

The key conclusions drawn from this option appraisal:

- Potentially all of the options identified could be developed and deliver some commercial value by offering MCEP outside of Harrow
- However, the revenue opportunities maintaining MCEP as part of CarePlace or re-platformed as a Council Fully Managed service are considerably smaller than the third option offered by a Commercial Partnership. This is largely due to: the barriers posed by the Local Authority Market (e.g. more likely to buy a solution backed by a recognised household name than solely from another Local Authority); depth of skills including sales & marketing engines; and access to other markets a global solutions provider can offer
- A Commercial Partnership would share risks and could attract an up-front investment to support service re-platforming.

Therefore, it is recommended that the Council proceed with commercialising MCEP and the core products of Project Infinity by awarding a contract to the winning bidder following a competitive dialogue procurement process.

Background

In Harrow, we have made significant savings in recent years supporting the Council's wider budgetary pressures, but moving forward it is difficult to propose further savings without compromising our statutory function to protect the most vulnerable from harm.

As a result, in order to place Harrow in a position where the statutory services can continue to be provided against a backdrop of reducing resources and contribute towards the overall financial pressures, we need to think of delivering a safe service in a completely new and more efficient model.

The vision for Project Infinity is to provide a contemporary, fresh, leaner adult social care delivery system that positions the most vulnerable, their carer(s) and their family at the centre by offering support and services alongside a state of the art technology e-Purse.

Project Infinity is composed of four work streams, of which three¹ (outlined below) could benefit from being commercialised:

- My Community ePurse
- Our Community ePurse
- Total Community ePurse

My Community ePurse (MCEP)

The inception of MCEP stemmed from collaboration between Harrow Council, the Voluntary Sector, clients, and carers. The system provides Harrow Council with a platform to assist clients deemed eligible to require support for their identified social care needs to develop their support plans

¹ The Fourth work stream being Community Wrap

by leveraging services recorded within the OCC/WLA CarePlace directory. Additionally, it facilitates the secure purchasing of services through our payment provider, PayPal, whilst obviating the requirement for clients to have to maintain financial records for up to 7 years.

In July 2015, Digital First were commissioned by Harrow Council to develop a Strategic Outline Case (SOC) to review the potential of commercialising MCEP in its current form. The SOC outlined three viable options for the directorate to consider (see below):

- Maintaining MCEP on CarePlace;
- A Harrow Managed Service model;
- The formation of a Commercial Partnership with a global solutions provider

The recommendation of commercialising MCEP through the formation of a Commercial Partnership would place Harrow Council in a position to potentially generate recurring revenue of £1.6m by the end of 2018/19 financial year. This is projected to further increase to £2.3m by the end of the following year, however this falls outside of the 2016/17 to 2018/19 MTFs.

The derived revenue will contribute towards the Adults savings target over the three year MTFs to 2018/19 and was approved by Cabinet in February 2016 as part of the 2016/17 budget.

Our Community ePurse (OCeP)

The proposal aims to attract income from the large self-funder market existing in both Harrow and nationally, building upon the development of My Community ePurse to extend it to “self-funders”, of which there are currently estimated to be 7,000 self-funders of home care in Harrow with around eight hundred Residential / Nursing Care residents.

Based on 2012 data there are estimated² to be more than 400,000 self-funders nationally purchasing privately funded care. The self-funded market is estimated at £10.2bn. However, as there has been a 10% reduction year on year since 2012/13 of Local Authority funded adult social care it is likely that this figure is now much higher. This also does not take into account the estimated £97bn value of unpaid care. With better access to quality information about services and support available it is likely that family/friend carers may choose to purchase some or all components of support if it was made accessible.

It should be noted that the current philosophy of OCeP does not extend to the additional opportunity of enabling the purchasing of equipment and other community services.

There is further potential for OCeP to be sold to other local authorities through a license and maintenance fee, a transaction fee basis, or both.

² The State of Health Care and Adult Social Care in England, Care Quality Commission 2012

Anticipated revenue of £2.248m from 2017/18 will contribute towards the Adults savings proposals over the three year MTFS to 2018/19 and was approved by Cabinet in February 2016 as part of the 2016/17 budget.

Total Community ePurse

Similar to OCeP, this aspect is also a design principle. However, this builds upon the development of OCeP and Community Wrap (the non-commercialised aspect of Project Infinity). The final phase of the project is to develop a complete end-to-end IT Solution to support the business concepts and models introduced through Community Wrap and closer integration of services and public sector bodies like the NHS.

The system will include a range of online assessments (both care / support and financial assessment) to enable people to access the full suite of universal services offered by Community Groups, Voluntary Sector and Health.

The system will include modules for social worker assessment and safeguarding as well as quality monitoring. However, these systems will also be linked to other services and departments to provide a single assessment solution and integrated Local Authority services and other agencies including the Welfare system. The system will also be developed to incorporate the Care Account as necessary for the Care Cap (if this is still introduced from 2020).

It is envisaged that income will be derived from a “licensing and transaction model” solution through the Commercial Partnership.

Anticipated revenue of £2.250m in 2018/19 will contribute towards the Councils savings proposals over the three year MTFS to 2018/19 and was approved by Cabinet in February 2016 as part of the 2016/17 budget.

Procurement Process (Competitive Dialogue)

To select a Commercial Partner, a Competitive Dialogue process has been selected as the most effective route to market considering the window of opportunity and will yield the best result for the Council.

The purpose of the Competitive Dialogue process is to identify the solution and Bidder that can best meet the Council’s needs and objectives for this Project.

A shortened process is being used by issuing Pre-Qualification Questionnaires (PQQ) and Invitations to Submit Outline Solutions (ISOS) at the same time, dispensing with an Invitation to Submit Detailed Solutions stage and moving straight to the Invitation to Submit Final Tenders stage for those bidders shortlisted following the evaluation of the Outline Solutions. This will enable a much quicker timetable to be met.

The timetable for the process started in March 2016 and is anticipated to lead to contract award June/July dependent on dialogue sessions, which start 25th April and are scheduled to continue for a number of weeks. These sessions

will be followed by a presentation to the Infinity Governance Board and final submissions in June.

Implications of the Recommendation

A more flexible service that meets the future needs of the service.

Considerations

Resources / Costs

The current annual cost to maintain MCEP is £29,000 (Annual Maintenance MCEP £8,000, Interface £14,000 and £7,035 Email Solution) plus 2 FTEs £75,000. By awarding a contract to a Commercial Partner these costs will be nullified. This is because the proposed contractual model is that the Commercial Partner will discharge the costs associated with re-platforming, development and support of MCEP and the Commercial Partner will take such costs into account in the relation to amount of guaranteed and non-guaranteed income it is willing to give to Council over the term of the proposed contract.

Staffing / Workforce

The current project workforce comprises the following:

MCEP – 2 - FTEs

Frameworki – 3 FTEs

Through the award of a contract to a Commercial Partner, it is anticipated that once the components of Project Infinity have achieved “steady state” the running of these services will be transferred to the provider.

Performance Issues

N/A

Environmental Implications

N/A

Risk Management Implications

This project relates to a product concept , which has the ability to generate potentially significant income streams, however this concept is untested. As a result, savings at this stage can only be speculative based on assumptions including market potential. The ability to realise the level of savings agreed in the MTFs are supported by the appointment of successful commercial business partner to realise the product potential where possible.

There is a separate risk register in place in relation to the appointment of the commercial business partner.

Detailed below are a range of risks which relate largely to the appointment of the commercial partner but relevant also to the wider project risks and delivery of the income stream:

- Procurement risk – process fails to appoint a commercial partner to develop Project Infinity. Mitigated by monitoring expressions of interest, review of timescales to ensure bids can be submitted and a competitive dialogue process prior to award of contract to ensure that the opportunities are fully explored
- Financial risk – process fails to deliver the level of savings approved within the MTFS 2016/17 to 2018/19 (both in value and within agreed timescales). Mitigation will be the need for the Council to identify compensatory savings for any shortfalls as these arise and are reported through the project governance processes
- Market & technology risk – product is a concept, commercial success will be dependent on the ability to bring a viable costed product to market and for LA's (and potentially other public sector organisations) to appreciate the potential benefits offered and contract under a 'licensing and transaction model'. Mitigation is the appointment of a commercial partner with appropriate financial standing (market share) and technical expertise to develop and bring the concept to market successfully ahead of other similar products which may be in development and which may therefore, limit the market capacity and consequently the level of income which could be generated.
- Resource & capacity risk – that sufficient staffing and other professional capacity is made available to deliver the appointment of the commercial business partner. Mitigation is the approved TPIF bid to fund relevant capacity.
- Reputational risk – new concept for the social care market. Mitigation is the concept support of the appointed commercial business partner
- Legislative risk – change in Government policy or legislation impacts adversely on ability to deliver the project. Mitigation will be monitoring of legislation and policy to identify at the earliest opportunity any changes which could affect the project, enabling relevant decisions to be taken in a timely manner

Legal Implications

Section 1 of the Care Act places a general duty on the Council when exercising its functions, to promote an individual's well-being relating to their physical and mental health, emotional well-being and personal dignity. The Care Act 2014 replaces the existing duties in respect of assessing and meeting an individual's eligible care needs.

Section 8 provides that those eligible needs may be met in a number of ways, including care and support at home or in the community, and by providing the service itself, arranging another provider to provide the service, or direct payments.

The procurement route advised (i.e. the Competitive Dialogue) would satisfy the Council's procurement duties both under European and domestic law, particularly the requirements of the Public Contracts Regulations 2015, and also under the Council's internal procedures.

Eversheds have been appointed to advise the Council on the procurement process and the contractual documentation underpinning the relationship with

the successful bidder (which will cover the re-platforming, enhancement and commercial exploitation of the Project Infinity suite).

Cabinet is requested to delegate authority for contract award to the Corporate Director for People Services in consultation with the Portfolio Holder for Adults and Older People, Cllr Anne Whitehead, together with the Portfolio Holder for Finance and Major Contracts, Cllr Sachin Shah.

Financial Implications

A full (although truncated) Competitive Dialogue Tender process (which is set out in more detail in Appendix A) is proposed and will be supported by the Commercial and Procurement team. The award of contract (anticipated in June/July 2016) will detail the savings that will be realised through the commercial development of these products.

The MTFs 2016/17 to 2018/19 approved by Cabinet in February 2016 assumes commercial income of £8.096m can be delivered by these products. To the extent that there is a delay in commercialising the products or if the income generated falls short of the assumptions in the currently approved MTFs, the Council will need to identify alternative savings to mitigate any shortfall.

Currently £256k is assumed to be required to provide specialist IT technical, finance, legal and admin support, funded by the Transformation Priorities and Initiatives Fund. These costs are required in supporting the Council to award a contract for a commercial partner by mid June 2016. New Networks have been appointed to advise the Council on the financial elements of the procurement process.

All capital and revenue costs associated with the further development of these commercial products from June 2016 are assumed to be funded by the successful commercial partner.

The capital programme approved by Cabinet in February included placeholders for potential capital expenditure of £6.270m over the four years to 2019/20. Adult Social Care Community Capacity grant of £540k per annum was assumed to contribute towards the funding of the capital expenditure, however this annual grant will cease at the end of the current financial year with the funding reflected in increased Disabled Facilities Grant within the Better Care Fund.

Should Council capital be required at this level, alternative funding of the programme will need to be identified.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

Please identify how the report incorporates the administration's priorities.

- Making a difference for the vulnerable – through the implementation of MCEP and OCEP, the Council will fully support this priority to make a difference by offering true choice and control over their care arrangements.
- Making a difference for communities – through the implementation of MCEP and OCEP, there will be no negative impact on the local community.
- Making a difference for local businesses – through the implementation of MCEP and OCEP, the Council will be in a position to offer the communities a state-of-the-art platform to offer their services to the residents of Harrow.
- Making a difference for families – through the implementation of MCEP and OCEP, the Council will fully support this priority to make a difference by offering true choice and control over the care arrangements for their loved ones.

Section 3 - Statutory Officer Clearance

Name: Donna Edwards	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 18 March 2016		
Name: Patricia Davila	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 18 March 2016		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	YES
EqIA cleared by:	Johanna Morgan

Section 4 - Contact Details and Background Papers

Contact:

Chris Greenway, Head of Safeguarding Assurance & Quality Services

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Background Papers:

<http://www.harrow.gov.uk/www2/documents/g62619/Public%20reports%20pack%20Thursday%2010-Dec-2015%2018.30%20Cabinet.pdf?T=10>

Draft revenue budget 2016/17 and medium term financial strategy 2016/17 to 2019/20

Draft capital programme 2016/17 to 2019/20

<http://www.harrow.gov.uk/www2/documents/g62621/Public%20reports%20pack%20Thursday%2018-Feb-2016%2018.30%20Cabinet.pdf?T=10>

Final Revenue Budget 2016/17 and Medium Term Financial Strategy 2016/17 to 2019/20

People Services, MTFS Implementation Plan

Capital Programme 2016/17 to 2019/20

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-in applies]

Outline of the Competitive Dialogue Process

The Competitive Dialogue process consists of a structured two-way dialogue between the Council and each Bidder.

The principal objectives of the process are to:

- Identify the solution(s) that best meet the Council's requirements
- Provide a forum to discuss alternatives or other commercial issues so that the Council can, if it so chooses, provide further clarification as to the acceptability of such alternatives
- Allow Bidders to discuss the basis of their evolving proposals
- Capture the Bidder's proposal.

To meet the needs of the Infinity Project an accelerated version of the 'normal' Competitive Dialogue Process will be followed. The key stages in this accepted process are as follows:-

Publication of OJEU Notice

Publication of the OJEU Contract Notice triggers the commencement of the formal Competitive Dialogue procurement process.

Pre-Qualification Questionnaire (PQQ)

The purpose of the PQQ is for the Council to make an assessment of the organisations that have responded to the OJEU Notice including legality/eligibility, economic and financial standing and technical experience. This is a 'backward looking' document which focuses on what interested Bidders have done to date, rather than their proposed solutions for this project. The PQQ will be scored using the scoring methodology set out in the PQQ document. The Council will have the opportunity to seek clarification from Bidders with regard to their PQQ submissions during the assessment process.

Invitation to Submit Outline Solution (ISOS)

An Invitation to Submit Outline Solution (ISOS) is available on the e-tendering portal to all parties who respond to the OJEU Notice. The purpose of the ISOS is to assess the quality, suitability and deliverability of Bidders' outline proposals for this project (and is therefore a 'forward looking' document) and shortlist those organisations the Council wishes to invite to participate in detailed dialogue stage of the project.

The ISOS responses will be evaluated in accordance with the evaluation criteria set out in the ISOS. The Council will have the opportunity to seek clarification from Bidders with regard to their ISOS submissions during the evaluation process.

Submission of PQQ and ISOS

To accelerate the process all Bidders wishing to take part in the procurement will be required to complete both a PQQ response and ISOS submission, which will need to be submitted separately but by the same deadline. The ISOS submissions of the ten (10) highest scoring Bidders from the PQQ assessment, which have passed the PQQ assessment (and only those Bidders), will then be reviewed and evaluated. No ISOS submissions will be reviewed and evaluated except in such circumstances. The Council will then shortlist the highest scoring Bidders in the ISOS evaluation (up to a maximum of three) who will be taken through to the detailed dialogue stage.

Detailed Dialogue

Detailed dialogue will be held with the shortlisted Bidders based on their ISOS submissions, to clarify and develop upon aspects of their submission and to review aspects of the Council's requirements in more detail. Dialogue on such issues should be in accordance with the solution set out within the Bidders' ISOS submissions.

The detailed dialogue will cover all the key contractual issues to seek to arrive at a better position for the Council.

Invitation to Submit Final Tenders (ISFT)

On completion of detailed dialogue stage (which is anticipated to last for approximately 4 weeks) an Invitation to Submit Final Tenders (ISFT) will be issued to all shortlisted Bidders.

The ISFT submission will be the submission by Bidders of the final contract (which will have been negotiated and agreed during the detailed dialogue period) which should be in a form readily capable of signature by both parties.

Once ISFT submissions have been provided by Bidders, there may be need for a period for clarification and confirmation of the detail in the final tenders with applicants before evaluation, but no further negotiation/dialogue is permitted.

The highest scoring bidder from evaluation of the ISFT responses will be selected as the preferred bidder.

Evaluation Criteria

Once Bidders have passed the PQQ stage of the procurement, outline submissions (in response to the ISOS) and final tender submissions (in response to the ISFT) evaluation criteria will be split between Quality and Price as follows:

50% Quality / 50% Price

1. For the outline solutions (ISOS) each of the Quality and Price are then split down in further sub-criteria and percentages as set out below:

Evaluation Criteria		
Quality – 50%		
Quality threshold – 60% scored in this section		
	Sub-criteria %	Sub-sub-criteria %
Partnership proposals in relation to the marketing and selling of MceP, OceP and TCeP to organisations and individuals:	70	
approach to supporting the Council's tender response to NHS England to become NHS England's development partner to expand MceP into to 33 London Clinical Commissioning Groups (CCGs) to deliver Health Personal Budgets.		15
approach to marketing and selling MceP to other NHS and public sector health bodies in the UK, internationally and globally.		10
approach to marketing and selling MceP to local authorities/public sector bodies within the UK, internationally and globally.		15
approach to marketing OceP to private sector organisations in the UK, internationally and globally, i.e. providers who will supply the services for the self-funders.		15
approach to marketing OceP to individual self-funders in the UK, internationally and globally.		15
approach to extending the marketing for OceP market and sell TCeP and exploit its end to end functionality.		5
approach to how bidder's personnel resources will be dedicated to the marketing and selling of the MceP, OceP and TCeP (which shall include the experience of such personnel in the social care sector).		10
approach to working with the Council to develop the MceP, OceP and TCeP brands.		5
approach to drawing upon the bidder's existing network of opportunities, accessible framework		10

arrangements and marketing capabilities relevant to the marketing and selling of the Project Infinity Systems.		
Technical Proposals in relation to the Project Infinity System:	25	
approach to developing and supporting MceP, including, including technical activities that will be required in the early stages, e.g. move to another technology platform, development of new code, migration of data/users.		20
approach to developing the customer experience and improve the existing functionality and how the proposed technical solution supports this enhanced product and allows for a scalable product.		15
the resources and skills deployed by the bidder to support the required development work.		15
approach to resourcing and development of a prototype for the NHS England trial by May 2016 or approach to a solution that would not require the production of a new prototype.		15
the design process/model proposed by the bidder to develop OceP and TCeP, including the different stage of the product.		10
approach to technical solution considerations required to ensure smooth development, deployment and support.		10
approach to connection to external systems of the Council and other relevant organisations		15
Social Value – Approach to helping the Council meet the objectives of its Social Value Policy in relation to social value, ethical supply chains and environmental sustainability in the context of this procurement.	5	

Price – 50%		
	Sub-criteria %	Sub-sub-criteria %
Bidders proposals in relation to guaranteed annual revenue to the Council	100	
Bidders proposals in relation to non-guaranteed revenue (i.e. percentage of annual gross revenues from the sale/commercial exploitation of the Project Infinity Suite payable to the Council)³	N/A	
Proposals in relation to MceP		N/A
Proposals in relation to OceP		N/A
Proposals in relation to TCeP		N/A
Bidders proposals in relation to the ownership and licensing of IPR in the Project Infinity Suite (including any modifications to the same during the contract term), including the position on exit from the contractual arrangements.⁴	N/A	

2. For the final tender (ISFT) each of the Quality and Price are then split down in further sub-criteria and percentages as set out below:

Evaluation Criteria		
Quality - 50%		
Quality threshold – 60% scored in this section		
	Sub-criteria %	Sub-sub-criteria %
Partnership proposals in relation to the marketing and selling of MCEP, OCEP and TCeP to organisations and individuals:	70	
approach to supporting the Council's tender response to NHS England to become NHS England's development partner to expand MCEP into to 33 London Clinical Commissioning Groups (CCGs) to deliver Health Personal Budgets.		15
approach to marketing and selling MCEP to other NHS and public sector health bodies in the UK, internationally and globally.		10

³ Note to bidders: bidders' approach to non-guaranteed income will not be evaluated at Outline Solution stage

⁴ Note to bidders: bidders' approach to IPR in the Project Infinity Suite will not be evaluated at Outline Solution stage

approach to marketing and selling MCEP to local authorities/public sector bodies within the UK, internationally and globally.		15
approach to marketing OCEP to private sector organisations in the UK, internationally and globally, i.e. providers who will supply the services for the self-funders		15
approach to marketing OCEP to individual self-funders in the UK, internationally and globally		15
approach to extending the marketing for OCEP market and sell TCEP and exploit its end to end functionality.		5
approach to how bidder's personnel resources will be dedicated to the marketing and selling of the MCEP, OCEP and TCEP (which shall include the experience of such personnel in the social care sector).		10
approach to working with the Council to develop the MCEP, OCEP and TCEP brands		5
approach to drawing upon the bidder's existing network of opportunities, accessible framework arrangements and marketing capabilities relevant to the marketing and selling of the Project Infinity Systems.		10
Technical Proposals in relation to the Project Infinity System:	25	
approach to developing and supporting MCEP, including, including technical activities that will be required in the early stages, e.g. move to another technology platform, development of new code, migration of data/users.		20
approach to developing the customer experience and improve the existing functionality and how the proposed technical solution supports this enhanced product and allows for a scalable product		15
the resources and skills deployed by the bidder to support the required development work.		15
approach to resourcing and development of a prototype for the NHS England trial by May 2016 or approach to a solution that would not		15

require the production of a new prototype.		
the design process/model proposed by the bidder to develop OCeP and TCeP, including the different stage of the product		10
approach to technical solution considerations required to ensure smooth development, deployment and support		10
approach to connection to external systems of the Council and other relevant organisations		15
Social Value - Approach to helping the Council meet the objectives of its Social Value Policy in relation to social value, ethical supply chains and environmental sustainability in the context of this procurement.	5	

Price - 50%		
	Sub-criteria %	Sub-sub-criteria %
Bidders proposals in relation to guaranteed annual revenue to the Council	40	
Bidders proposals in relation to non-guaranteed revenue (i.e. percentage of annual gross revenues from the sale/commercial exploitation of the Project Infinity Suite payable to the Council):	40	
Proposals in relation to MCEP		40
Proposals in relation to OCeP		40
Proposals in relation to TCeP		20
Bidders proposals in relation to the ownership and licensing of IPR in the Project Infinity Suite (including any modifications to the same during the contract term), including the position on exit from the contractual arrangements.	20	