



Department
for Work &
Pensions

Invitation to Tender

**Qualitative Evaluation Questions
Annex U
LOT 2**

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[1] Implementation and Delivery

Explain how you will Implement, deliver and meet the service requirements detailed in the specification, identifying key associated risks and assumptions, including your critical dependencies. You should also detail your risk management of service delivery processes.

Please also detail the challenges identified within the service requirements, any challenges or efficiencies you have identified which would impact service delivery, and how you would deal with these.

Please upload as **Annex I**, your detailed “overarching” Implementation and Delivery Plan in Microsoft Excel Format. The document should be clearly named;

“Supplier Name” Overarching Implementation and Delivery Plan_ Annex I [REDACTED]

A page limit does not apply to your Implementation/Delivery plan. Where possible, use universally understood terminology, or give an explanation of internally used terminology.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to **3** sides of A4, **excluding** the question text and these instructions.

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A copy of our standard Implementation Plan as been added as instructed and can be amended as required to suit specific requirements.

Arco are aware that contract implementation is a key risk to any company who choose to change supplier. To help companies implement and mitigate against risk, we have developed our own launch plan, a copy of which is enclosed. The launch plan is designed to effect a full implementation over an agreed timescale and contains best practice and learning's from previous implementations. This is a tried and tested plan, driven by Arco, and is structured in such a way that all risk are identified, resource is made available at the right time and the overall implementation meets the required timescales.

The implementation of the contract would be closely managed by a team led by a dedicated Sales Contracts Project Manager who has vast experience in a range of new contract implementations and transitions. Using training and qualifications obtained in Prince 2 project management at practitioner level and tools and techniques from the Lean Six Sigma methodology, the transition would be managed through an efficient, streamlined process based on a quality led approach focussing on you the customer.

The process for implementation would be a collaborative one, where feedback on progress is provided on a regular basis. The implementation plan will be shared for your input to ensure all eventualities are considered to make the transition as smooth as possible. We are aware change can be difficult and our implementation model is designed to reduce unnecessary stress from the situation by managing this closely. Risks will be captured and mitigation developed, these will be managed at weekly review meetings where progress and actions will also be discussed in order to meet the agreed timescales.

Arco will set up an implementation team consisting of your dedicated Account Manager, our Carrier Manager, Data and Analysis Planning Manager, Demand Planner, Credit Control Manager, Customer Services Manager, e-Business Specialist and Customer Information Manager to ensure all the required activities are aligned and communication is free flowing between the departments; this will enable a smooth operation and transition to Arco. The individuals selected for the project team are extremely experienced in their chosen fields and will provide a very strong project team with the ability to deliver to your needs.

Feedback to you on progress will be from the Account Manager and/or the Project Manager depending on your preference of engagement. Any risks or issues will be flagged at the time in order to put in place the required mitigation and you will be kept informed.

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[1] continued

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[1] continued

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[2] Resources

Please detail the staff resource you will need to deliver and manage the Retail Trade Framework Service across ALL aspects of service delivery to include Key Personnel for example: operational manager; administrative roles , Customer Service/or Sales Advisors. Your response should specifically refer to responsibilities with regard to processing and monitoring invoices to the Department including collation of MI to monitor the service Please upload as **Annex J** your organisational structure showing the ratios for each role in a typical store.

Present your response at the top of a new page, within these pre-set margins in Arial font size 12 up to **2** sides of A4, **excluding** the question text and these instructions. :

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Arco will provide the services of nominated people to look after and develop the business relationship between us across the various levels in both the DWP and Arco to help ensure that no area is left unattended.

The contract between Arco and the DWP would continue to benefit from Arco's proven Branch Managed account process whereby your contract would be the responsibility of a specific Arco branch. The branch that would look after the DWP contract would be the Arco Hull Regional Sales Office, supported by a Sheffield based NEBOSH qualified Account Management Team and nationwide Trade Counter facility. This means we can offer a single point of contact, consistent pricing structures that are 'locked' to the controlling team and ensuring accuracy to reduce invoice problems, people on the end of the phone that know your business and consistency of future pricing requests as and when they arise.

Arco will appoint a dedicated Sales Manager who will oversee the contract as a whole and ensure that it is serviced to the agreed standards; the nominated Sales Manager responsible will be [REDACTED] [REDACTED] would be responsible for reviewing price and service delivery every month, moving to quarterly to ensure process improvements are identified and implemented throughout the life of the contract, working in –line with the pre-agreed agenda format. In addition, [REDACTED] would also manage all pricing issues including annual reviews and product rationalisation plans.

Arco would also appoint [REDACTED] as your dedicated Arco Account Manager to look after the day to day requirements of the contract [REDACTED] will be reportable to [REDACTED] and together they will ensure the smooth running of the contract. [REDACTED] is, in turn, reportable to Regional Sales Manager [REDACTED]

[REDACTED] and [REDACTED] would, if appropriate, be supported on a regional basis by a team of regional Account Managers and Area Trade Counter Managers who would be responsible for specific Jobcentre Plus District locations, providing a local service, ensuring 100% coverage, whilst working in tandem with [REDACTED] and [REDACTED] to achieve agreed goals. This local presence allows us to build relationships at both ends of the scale and to share progress and influence how Arco manages the overall account with the DWP.

An equally important part of our customer service is our internal service. For many of our customers, the ability to place orders quickly, ask for advice or just needing to speak to our internal team is critical. Through our extensive customer research, we also know that we need to be able to provide the correct information in the easiest and quickest way possible. In addition the benefit of speaking to someone who knows your account and your business adds real value to the relationship.

There will be a dedicated sales team of Customer Service Administrators based at the Arco regional sales office in Hull, who will provide assistance for the day to day requirements of the contract such as order processing and technical information requests. Any member of the customer services team dealing with your account will be fully briefed of your requirements and made aware of any changes throughout the life of the contract. This dedicated team of CSA's report in turn to Customer Service Manager [REDACTED] to complete your Account Management Team. The customer service team are available between the hours of 8am to 5.30pm Monday to Friday.

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Our overall business scope is to provide business customers with easy and efficient access to safety expertise and the most comprehensive choice of products and services at a competitive price.

Arco also have a Web team located at Head Office in Hull who are available Monday to Friday, 8.30am – 5.00pm to answer all queries that the DWP may have with any web ordering or e-Procurement issues.

We realise the importance of contract reporting and are confident that our Business Solutions Specialists can offer reporting information as specified and at intervals to suit your requirements.

Through our SAP/R3 System, Arco are able to supply Management Report Information second to none, and can include information such as:-

- Volume by category
- Values by category
- Web spend
- %age deliveries on time
- Core vs. Non Core spend
- Picking errors
- Breakdown of returns
- Approved items purchased outside the core list

In addition to this there is the pivoted sales option - A total sales report, with the ability to view all items purchased from Arco in an easy to view way, and pivoted by any number of requirements such as:

- Individual product usage & spend
- Order Values
- Order Method / Channel i.e. Phone/ Fax/ Web etc...
- By Group / Division / Site / Individual buyer
- Plus more....

This can then be used as a monitoring tool at our regular review meetings.

Arco have an extensive suite of standard management reports available, and at contract inception our Customer Information Management team, led by e-Support Team Leader [REDACTED] would wish to work with you to clearly agree and define your reporting requirements in terms of their content and frequency.

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[3] Training and Development

Clearly identify how you will provide your staff with professional and dedicated training; experienced and effective leadership; and on-going management in order to ensure that all of your stores provide, and maintain high quality customer service

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To this end Arco have a team of full time trainers whose role it is to keep themselves abreast of ever changing legislation and market place requirements and to provide Arco staff with a range of training initiatives designed to help them meet those needs. Formal training is carried out in both our custom built training suite in Hull and in our regional training centres where a full range of Product training, skills training and PC & IT training is offered. The PC/IT training is designed specifically to help ensure that our staff are aware of the rapidly changing face of office technology and to equip them with the necessary skills to utilise this information to speed up the level of customer service.

In addition to the formal training programme, day to day training and coaching is carried out within each individual Arco Branch provided by the local management team, the Training Team and supported where necessary by Arco suppliers. Arco is fully committed to provide full range of training both on and off the job helping to ensure that we can meet the demands and expectations of our customers and helping to encourage and assist in career development for all levels of Arco staff.

Arco offer role specific, customer focused training courses, designed to develop the skills of our people in delivering excellent customer service and a solution approach to selling.

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[3] continued

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[4] Operational Flexibility

Please provide details of your organisations ability to deliver significant flexibility to meet any rapid changes in demand including detail on stock levels maintained for the goods you will be supplying. Please detail how you would ensure the Authority would always receive the quality of goods offered within your proposal.

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The Arco Group Materials Management Team (GMM) manage all stock levels in the business and are targeted to providing high levels of order line fill. By a combination of planning, analysis and constant communication with the front line sales teams, their current order line fill (i.e. products on the shelf at time of order) is at over 98%, with customer core items at 100%.

The DWP will benefit from the significant stock holding at our NDC, with [REDACTED] worth of stock available for immediate call off, backed up by our local Trade Counter network and from where localised stock will be available for collection 6 days a week through our click & collect service. Our Click & Collect service allows you to order any time of the day and night and choose the Arco location best suited to collect your goods from. Click & Collect will provide peace of mind that your items are in stock & leave the pick up time to you.

Our stock management is handled by our Group Materials Management and Demand Planning teams and who utilise INFOR, the latest in demand planning technology, to maintain our high levels of stock availability.

By [REDACTED] we are able to accurately forecast product demand. This then allows our demand team to work with our vendors to align delivery and production schedules.

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[5] Quality

Please provide detail on the quality assurance plans and/or systems you have in place to ensure the quality of the goods you will provide. Your response should include detail to evidence that

- the goods are fit for purpose
- meet any standards for the purpose for which they were bought
- you adhere to the ISO 9000 and BS5750 standards
- adhere to a Corporate Social Responsibility policy

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As we are members of the BSIF Registered Safety Suppliers Scheme you can be confident that we will supply you with safety equipment which is genuine and compliant with the relevant standards and regulations. The BSIF monitor and regulate members of the scheme by conducting regular standards audits.

Arco holds an ISO 9001:2008 certification, which is in direct relation to our quality assurance processes. Over and about this, within our supply chain, all potential new sources of supply are vetted by our Technical Manager to ensure compliance to company standard regarding product quality and ethical policy.

We have a full time Standards Manager, [REDACTED], who is responsible for ensuring compliance to the standard is continually achieved; we also have an Internal Audit Manager who on a rolling basis audits all aspects of the business. The Audit Committee (which is made up of Exec. And Non-Exec Directors) and Risk Assessment Group (which is made up of managers in the highest risk areas within the business) meet regularly to pro-actively lead and monitor quality within the business.

A full audit plan is devised to cover all aspects, based upon risk and impact, throughout the branch network and national functions within the business. Audit reports, both internal and external, are available for viewing upon application.

Regular QC checks are carried out at our vendors with further checks undertaken at our NDC to ensure products are correct against specification. A regime of laboratory testing is in place ensuring compliance of Arco product relevant EN/BS/ISO standards. Analysis of returns is carried out at Branches and in our technical department in order to speedily resolve product issues and to ensure good service to our customers. We quality audit all Far Eastern vendors to ensure that they have procedures in place to guarantee the quality of products they provide us. We also carry out QC inspections both at source and in the United Kingdom. We have our own Arco China QC based in our Xiamen office, which ensures hands on capability when it comes to quality assurance and compliance to EN and British Standards for manufactured products from the Far East region.

The Arco [REDACTED], based within our National Distribution Centre, aims to provide a level of confidence that is second to none in our industry. It is important to us to demonstrate expertise and independence to and therefore to raise these standards further. During 2014 we have become independently accredited by SATRA and are working towards ISO 17025.

Accreditation will mean that we have a quality system in place that covers every aspect of our work, from training staff to communicating with customers. Procedures will be documented to ensure our service levels are consistent and that all work is done by trained, competent staff. The lab will be overseen and audited regularly to adhere to our quality management systems.

IOS 17025 general requirements for the competence of testing and calibration laboratories is an internationally recognised standard. To achieve this accreditation, laboratories undergo a rigorous auditing process, based on an ability to test particular test methods and standards.

Arco have for a long time recognised the need to understand our customers' requirements and expectations through a documented Quality Policy. Our first official policy was implemented in September 2002 and each year we continue to refine and build on this.

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[6] Returns and Exchange Policy and Process

Please provide full details of your organisations returns policy and your proposals on how this will

- identify and accommodate the requirement for any refunds to be made to the authority
- operate a strict “like for like” exchange policy
- how you will identify if any returns have been purchased via the RTF to prevent customer fraud

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A summary of our returns process is enclosed, however in summary: Contact us within 10 days of your delivery and we will collect the goods within 3 working days. Unless faulty or Arco's fault, a 15% handling charge applies. Credit processes via our Returns Team based at our National Distribution Centre.

[REDACTED as this was not evaluated as part of the bid]

Our returns offering are designed to be simple:

- **Returns can be arranged via phone, email or via our website.**
- **Arco will arrange a FedEx collection within 72 hours of request and supply returns reference.**
- **Arco arrange replacement item (if required) to be delivered within 24 hours.**
- **Zero returns handling charges**

Arco will arrange for all incorrectly delivered items to be collected and a replacement arranged regardless of the reason for the incorrect item.

All stock will be returned via FedEx; with a unique returns reference number; (supplied to the end user via email or fax along with a collection notice to be attached to the package)

to the Arco National Distribution Centre. Our dedicated "Returns Team" will assess the products and the reason for return before either returning this to central stocks or conducting further investigations if this is a product quality issue return including assessing current stock on shelves to ensure isolated quality control issues.

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[7] Contract and Performance Management

Please provide details of the processes you will adopt in the areas of contract management, performance management, resource forecasting and continuous service development and improvement.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to **3** sides of A4, **excluding** the question text and these instructions.

[7]

Performance Measurement

At the heart of any contract is a jointly agreed Service Level Agreement (SLA) that will capture all the demands of the contract.

Typical elements of a proposed SLA for DWP could include:

- Ordering process
- Payment mechanism
- Minimum delivery performance
- Customer service
- Continuous improvements
- Product quality and technical support

Once agreed an SLA would be signed off by both the DWP and Arco contract leads and disseminated across both businesses. Our experience also suggests that by producing an abridged version of the key drivers; the understanding and expectations of the end users can be managed in a controllable way.

The SLA should be a flexible document that is updated as the relationship grows, or the contract requires change as a result of process efficiencies or changes within DWP. Arco believe that a service level agreement should create an action plan for delivering the contract to the standard demanded by our customer.

Dependent upon the content of any Service Level Analysis, we can produce a range of key performance indicators to assess performance and help with continual improvement.

The establishment of a key set of Key Performance Indicators (KPI's) allows you a clear benchmark as to the service you can expect from Arco.

KPI's have been developed to support Service Level Agreements that are in place and this approach has helped dramatically to improve service levels by targeting areas of poor performance and working in a joint manner to agree a rectification plan and review to ensure completed satisfaction.

As part of our contract management system, we will provide you with a suite of Key Performance Indicators designed to track progress against our agreed service levels. This will be provided monthly and will help us drive forward the contract by offering real visibility of the good, and not so good. Any slippage in service would be highlighted and a rectification plan undertaken to return to the agreed service levels.

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[8] Customer Care

Please provide detail on your customer care procedures and proposals for dealing with Jobcentre Plus customers.

You should also detail how you will facilitate and ensure smooth interaction with Jobcentre Plus advisors who may be required to make contact with you on behalf of the customer.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 4 sides of A4 excluding the question text and these instructions.

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All the team that we would make available to you are extremely knowledgeable and have many years experience with Arco and by working together as a partnership will give Jobcentre Plus customers and advisors first class customer service and confidence knowing that they will get the best products for the applications required.

Arco offers a nationwide coverage with our ability to deliver to any postcode throughout the UK from our National Distribution Centre in Hull and which would be of benefit to Jobcentre Plus advisors and customers when purchasing PPE and Tools and to whom we can offer purchasing via our website for ease of purchasing 24/7 or, Jobcentre Plus advisors can telephone or e-mail the Hull sales office who would be more than happy to offer help and assistance to advisors and customers. We are able to offer a delivery service direct to Jobcentre Plus customer's home addresses through our partnership with the industries leading B2B courier, FedEx, who offer our customers delivery excellence. They were chosen via a strong tender process and a key part of their offer is their willingness to work with our customers to ensure that the delivery is made—this means delivering when they say they will. The relationship is so critical to our business and our customers that we have a full time Carrier Manager whose role it is to work with FedEx to ensure the process works and our customers continue to experience first class customer service.

The benefits of using DHL FedEx means we can offer

- **Day 1 for Day 3 Delivery (48 Hours) on all standard products in stock free of charge or a series of delivery options including Next Day, Next Day Pre 10am and Saturday AM for extra reliability at an extra cost if required.**
- **Electronic POD for each and every order available via Arco website for up to up to 2 years after delivery**
- **Real time order tracking via the Arco website to enable the Jobcentre plus advisors to track the delivery direct to their customers.**

A further key benefit in working with Arco is our local presence; with our 41 trade counters located right across the UK, our local trade counters will give you excellent support when you need us.

Each Arco Trade Counter stocks 4,000 of our core products and can be used to pick up orders, try on footwear or clothing or purchase any additional items when required.

Trade Counters are open from 8.00 am to 5pm Monday to Friday and 8.30am to 12pm on Saturdays and are staffed by experienced and knowledgeable Arco personnel who are able offer expert advice to the Job centre Plus customers who will be treated with dignity and respect, as we do with all our customers.

Arco prides itself on the quality, understanding and experience of our Account Management teams; and due to the nature of this contract we would suggest one point of contact for Jobcentre Plus advisors and, if successful, Sheffield based Account Manager [REDACTED] would be the main point of contact. [REDACTED] will be available to offer support to advisors and assistance on any legislation issues.

We have already outlined how our external Account Management team will support your business; however an equally important cog within our customer service is the internal service and support offered by an attentive team of Customer Service Advisors (CSA's). For many of our customers, the ability to place orders quickly, ask for advice or just needing to speak to our internal team is critical

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There will be a dedicated sales team of Customer Service Administrators based at the Arco regional sales office in Hull, who will provide assistance for the day to day requirements of the contract such as order processing and technical information requests. Any member of the customer services team dealing with your account will be fully briefed of your requirements and made aware of any changes throughout the life of the contract. This dedicated team of CSA's report in turn to Customer Service Manager [REDACTED] to complete your Account Management Team. The customer service team are available between the hours of 8am to 5.30pm Monday to Friday.

Through our extensive customer research, we also know that we need to be able to provide the correct information in the easiest and quickest way possible. In addition the benefit of speaking to someone who knows your account and your business needs adds real value to the relationship.

It's our ethos of putting customers and people at the centre of everything we do that is the real key to our success - an approach best summed up by our core values and purpose:

Respect for people
Hard work and Enterprise
Excellence in reputation
To make work a better place for people

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[9] Accessibility

As set out within the specification a high street/local presence is preferable but other methods of ordering and delivery/collection would be considered.

Please provide detail on the level of high street/local presence you will have and detail of any other proposals you may have to meet customer need and individual District requirements. Make reference to your completed Annex K

Please complete and upload the attached stencil annex K with details of the available stores for each of the Jobcentre Plus Districts within the Group you are bidding for

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 3 sides of A4 excluding the question text and these instructions.

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We have confirmed locations of our extensive trade counter network within annex K, as instructed.

Arco currently operate via a National Distribution Centre (NDC) based in Hull which delivers direct to customers, and replenishes stock of our local Trade Counter network and from where goods can be made available for collection 6 days a week. Trade counters are open Monday to Friday, 8am – 5pm and Saturday, 9am – 12 noon.

Jobcentre Plus Districts will benefit from the significant stock holding at our NDC, with over [REDACTED] worth of stock available for immediate call off, backed up by our local Trade Counter network and from where localised stock will be available for collection 6 days a week through our click & collect service. Our Click & Collect service allows you to order any time of the day and night and choose the Arco location best suited to collect your goods from. Click & Collect will provide peace of mind that your items are in stock & leave the pick up time to you.

We distribute using our chosen 3rd party carrier (FedEx) based on a day one for day three standard service for all stocked items offered in our proposal. Orders taken on weekdays up to midnight will be delivered no later than 5.30pm on day three (week days). We understand the need on occasion the requirement for next day deliveries before 5pm (Fast) and timed deliveries before 10am (Faster) and we are flexible enough to provide both of these options as part of our standard offer at an additional cost; Fast £[REDACTED] Faster £[REDACTED], orders must be placed by 3pm on the day of order (week days). Orders over £50 are delivered free of charge on our standard day one for day three service, orders under this value would normally attract a small order charge of £[REDACTED] however, we would waive this small order charge in respect of this contract.

We hold over 3,000 key items through our trade counter network, available for purchase or reserved for immediate collection.

WWW.Arco.co.uk

Our award winning arco.co.uk website is available 24 hours a day, 7 days a week for customers to place orders, track deliveries and view product and company information and advice. By registering online you can get the latest news, health and safety updates plus check prices in real time. Ordering via arco.co.uk is simple, with our 'favourites' list making re-ordering really easy. You can find out about individual products in great detail using the product fact sheets, which contain everything you need to know about conformity and technical specifications.

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