Area 10
Asset Delivery
Maintenance and Response Contract

Instructions for Tenderers

Annex 4: Quality Submission Part 2

INSTRUCTIONS FOR TENDERERS FOR

MAINTENANCE AND RESPONSE CONTRACT

ANNEX 4: QUALITY SUBMISSION PART 2

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Amend. No.	Revision No.	Amendments	Initials	Date
0	0	Tender Issue	SOS	19/02/18
1	3.0	Amend Table 4.1 Contract Overview Guidance to include guidance around roles and responsibilities and CV's	AN	23/03/18
2	3.0	Amended Section 1.5 Service Plan to include Service Plan Guidance (Table 4.4)	AN	23/03/18
3	3.1	Removed the Community Manager role – Paragraph 1.2.6	AN	20/04/18

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1 QUALITY SUBMISSION PART 2

1.1.1 Tenderers must submit Quality Submissions which follow the structure set out and cover the Items described in this document.

1.2 Contract Overview

1.2.1 The Contract Overview shall give a description of how the Tenderer will address the key aspects of the required service, including Area-specific risks.

1.2.2 The Contract Overview must not exceed the page limit, which is 13 sheets of A4 paper, 26 sides. This page limit includes Key People Schedule, CVs, role profiles, covers, title pages, drawings, diagrams, flow charts and annexes.

1.2.3 Tenderers may use A3 paper in lieu of A4, but each A3 sheet will be counted as two A4 sheets. Text must be presented in “Arial” font and be no smaller than 11 point, single-spaced with the margins set at 2.5cm. Text used for drawings, diagrams and flow charts must be no smaller than 8 point. The pages of the Contract Overview must be numbered. Page numbers and other header or footer information may be included in the margin space.

1.2.4 Tenderers shall describe the proposed overall management and resourcing of the contract. The Tenderer shall describe its management organisation, the systems that the Tenderer intends to utilise to support the delivery of the proposed approach, and include an organisation chart. The submission must provide confidence to the assessors that the necessary management and communication requirements will be in place to ensure that the proposals will be implemented.

1.2.5 Close working, collaboration and effective communications and decision making between the Contractor and Highways England are seen as key enablers to the on-going success of the day to day working of this contract to deliver Highway England’s key objectives set out in the Scope.

1.2.6 The management organisation description shall include the proposed location of key posts and their teams. The organisation chart must identify the posts, and the skills, training and experience needed to fill those posts. The key people identified by the Contractor must include at least the following (or equivalent) roles:

- General Manager
- Network Manager
- Commercial Manager
- Quality Manager
- Health and Safety Manager

- ~~Community Manager~~

1.2.7 The Contract Overview must include:

- A key people schedule, including those people identified above, with named CVs of the proposed key people. No pricing information is to be included and each CV and role profile is to be limited to 1 sheet of A4 paper 2 sides.
- Full time equivalent of staff in the organisation nationally, the region of the Affected Property and on current projects
- Expected number of full time equivalents (FTEs) to deliver the whole of the Services, broken down between cyclic activities, reactive activities and management/office-based roles
- Indication of level of training and accreditation achieved by each FTE
- A breakdown of labour/ staff per office/ depot location/ base of operation, providing an overview of each the numbers & FTEs, the Services they will carry out, the areas of the Affected Property they will cover, their shift patterns.
- Subcontractors and Suppliers identified as named suppliers as listed in the Contract Data during the tender period to supply services, equipment or materials for the build-up of the Prices, listed as named suppliers.

1.2.8 The tenderer is advised to read the guidance on preparing the Contract Overview set out in Table 4.1 below.

Table 4.1 – Contract Overview Guidance

Ref	Guidance
1	Provide a well-structured Contract Overview that shows all the required details to demonstrate that you have the appropriate resources (labour, plant, equipment, material and systems) to deliver the service, goods and works.
2	Provide an Organisational Chart which shows all operational and management resource in a legible format, with FTE's and shift patterns where appropriate.
3	Ensure roles and responsibilities for key staff are clearly defined, with CV's for key persons.

1.3 Not Used

1.4 Health and Safety Statement

General

1.4.1 The purpose of the Health and Safety Statement is to give confidence that the Tenderer's approach to health and safety matters will align with Highways England's requirements and aspirations for improved health and safety.

1.4.2 The Health and Safety Statement must be presented in two separate parts: Part A, the proposed approach to the contract; and Part B, evidence from previous projects undertaken by the Tenderer that demonstrates that the proposed approach is likely to be successfully delivered.

1.4.3 The Health and Safety Statement must not exceed the page limit, which is 6 sheets of A4 paper, 12 sides. This page limit includes Parts A & B covers, title pages, drawings, diagrams, flow charts and annexes

1.4.4 Tenderers may use A3 paper in lieu of A4, but each A3 sheet will be counted as two A4 sheets. Text must be presented in "Arial" font and be no smaller than 11 point, single-spaced with the margins set at 2.5cm. Text used for drawings, diagrams and flow charts must be no smaller than 8 point. The pages of the Health and Safety Statement must be numbered. Page numbers and other header or footer information may be included in the margin space.

1.4.5 If the submitted Health and Safety Statement or any part of it exceeds the page limits set out in 1.4.3 above Highways England may reject the tender. If it is not rejected, the content of the pages after the limit is reached will be disregarded and will not be considered in the tender assessment procedure and Highways England may seek for the additional text (or part thereof) not to form part of any final contract. If the Tenderer does not agree, then the tender will be rejected.

1.4.6 If Tenderers consider that the page limit is insufficient to provide the information required by these Instructions then a tender query should be raised. No guarantee can be given that the page limit will be increased.

Part A

1.4.7 Part A is to set out the proposed approach to deliver the contract objectives by maximising health and safety performance and managing the health and safety risks listed in Table 4.3 below. The proposals are to set out how the people, partnering and processes to be implemented on the contract will control the identified risks. Under each risk heading, the statement should deal with the issues listed.

Part B

1.4.8 Part B is to identify the evidence from other projects to provide Highways England with confidence that the proposed approach is likely to be successfully delivered. The evidence required is for work in a high speed traffic environment of the same or similar nature to the work described in the Part A Proposal and should be backed up with details and factual data, not simply provided in the form of unverifiable statements.

1.4.9 Part B is to consist of verifiable statements showing how the approach proposed in Part A has been developed and has contributed to the successful delivery of similar services. Where there are shortfalls in previous experience, or there are risks associated with the Services which have not been managed before, there shall be an explanation detailing how these shortfalls will be overcome that provides confidence that the risks will be adequately managed. The Tenderer shall state if they believe there to be no shortfall in previous experience.

1.4.10 Detailed examination of the approach referred to in Part A and the evidence referred to in Part B will form part of the validation process in Stage 4.

1.4.11 The evidence does not necessarily have to be Highways England specific in all areas. However, it is expected that Highways England's particular requirements will be addressed.

1.4.12 A schedule outlining details of all projects used to provide evidence should be included at the end of Part B. It should include the following details:

- Project title
- Client
- Value
- Role tenderer undertook
- Dates

Structure of Health and Safety Statement

1.4.13 Table 4.3 below identifies the health and safety criteria and lists certain risks to meeting those criteria. The Health and Safety Statement must be structured to follow the headings and sub headings in the table below, using the numbering system in the table, and cover each numbered risk separately using the appropriate numbering system in the table. There must be a Part A and Part B for each risk. Any approach set out in any Part B (other than explaining how shortfalls in knowledge or experience will be met) and any evidence set out in any Part A will not be marked.

1.4.14 Some issues will be common to several items; duplication should be avoided by the use of cross references.

1.4.15 There should be clear linkage between approach proposals (Part A) and corresponding evidence (Part B) by the use of cross referencing. The absence or lack of effective cross referencing may adversely affect the marks awarded. The layout should separate each specific risk with the approach proposals (Part A) for that risk followed directly by the corresponding evidence (Part B) statement, as depicted below. Tenderers must comply with the page limits set out in paragraph 1.4.3.

Risk e.g. Organisational arrangements do not deliver the required health and safety

Approach (Part A)

(Insert text)

Evidence (Part B)

(Insert text)

Table 4.3 – Health and Safety Statement

No.	Specific Risks	Issues to be Addressed	Weighting
1	Organisational arrangements do not deliver the required health and safety performance.	• Effective health and safety management system • Arrangements to ensure that staff are competent for their role • Initiatives that encourage the reporting and escalation of all H&S incidents and near misses. • Effective root cause analysis of all H&S incidents and near misses and identification of appropriate mitigating actions. • Innovative approach to deliver assured health and safety performance	20%
2	Duties under CDM Regulations 2015 are not fully discharged	• Effective arrangements to fulfil the duties under CDM (including Principal Designer, collaboration, communication and early planning with the *Employer*, other CDM duty holders and other suppliers) to maximise safety and welfare of road users and road workers.	20%
3	The H&S risks associated with delivering the services are not fully identified and/or mitigated	• Arrangements for risk mitigation and management from identification to activity/project completion • Identifying the key specific health and safety risks associated with the services under this contract and proposing suitable mitigation for them. • Innovative approach to provide identification, and/or mitigation measures.	20%
4	Resources are not adequate to deliver the services safely or healthily	• The roles to deliver the full range of H&S activities from management to site roles have been identified. • The resources for delivering these roles are detailed	20%
5	Health and safety performance (for road users and road workers) does not continually improve	• Supporting the *Employer* in achieving a world-class, best practice approach to H&S. • Continual improvement of H&S policies processes and practices. • Initiatives to improve H&S performance highlighting innovation in approach and technology	20%
		Total	**100%**

1.5 Service Plan

1.5.1 The Service Plan is one of the key contract plans of the Maintenance and Response Contract and the requirements are described in the contract documents.

1.5.2 The Service Plan is a 3 year projection of how the Tenderer intends to provide the Service. The Tenderer is only required to submit the 1st year of this 3 year plan for tender assessment, but if successful is required to submit the full 3 year plan during Mobilisation.

1.5.3 The Service Plan must have adequate cross referencing (via numbering or other method) to ensure it clearly communicates to the assessors how the resources and other aspects therein support the Tenderers Quality Statement and Contract Overview. Referencing should be the format defined in the Quality Submission Template Part A.

1.5.4 The tenderer is advised to read the guidance on preparing the Service Plan set out in Table 4.4 below.

Table 4.4 – Service Plan Guidance

Ref	Guidance
1	Ensure the Service Plan (if needed) is based on the Service Plan Template and shows resources, FTE's for each of the required types of work (drainage, fencing, litter picking etc) for the network routes and sections. Ensure that what the resources and FTE's aligned to the "low" or "enhanced" (medium or high) level of service is indicated.

2 HEALTH AND SAFETY STATEMENT ASSESSMENT

2.1.1 The Health and Safety Assessment Panel will undertake a health and safety assessment of the Tenderer's submission to determine their confidence that Tenderers are competent and will have available adequate resources for health and safety. This will include an assessment of whether information provided is suitable to ensure that the requirements of The Construction (Design and Management) Regulations 2015 can be met.

2.1.2 Clarifications are statements requested from Tenderers by the Procurement Officer to remove any ambiguity from tenders. Clarifications will be recorded in writing. If necessary to complete their marking, the Panel will seek clarifications from the Tenderer via the Procurement Officer. Clarifications will be sought during the marking process to remove any uncertainty over the meaning of the Health and Safety Statement. If a clarification provides information not requested by the Procurement Officer, then this information will not be accepted by Highways England and will not be considered as part of the evaluation process and may lead to the rejection of a tender.

2.1.3 Any uncertainty over the meaning of the Health and Safety Statement will be removed via clarifications before the Panel complete their marking. No further requests for clarifications will be made after the marking is completed.

2.1.4 The Panel will award marks for each risk using the assessment criteria in Tables 4.4 and 4.5 for Part A and Part B respectively, and determine the Total H&S Mark using the marking system set out below. The Total H&S Mark will be expressed to one decimal place.

2.1.5 The Combined Mark given for each risk will be the lower of the individual marks for Part A and Part B as set out in Table 4.6. A tender with a Combined Mark of 3 or less for any Specific Risks will be scored as a fail overall and the tender will be rejected.

2.1.6 The Weighted Mark is the product of: the Combined Mark, the Weighting, and 10 (ten). The Total H&S Mark is the total of the Weighted Marks. A tender with a Total H&S Mark less than 60% may be rejected.

2.1.7 The Tenderer with the highest Total H&S Mark will be given a Total H&S Score of 100. The Total H&S Score of other Tenderers will be calculated by deducting from 100 one point for each full percentage point by which their Total H&S Mark is below the highest Total H&S Mark. If a tender is subsequently excluded from further tender assessment these scores will be recalculated.

Table 4.4: Assessment of Health & Safety Statement Part A - Proposals

Proposed Approach	How well do the proposals in the Health and Safety Statement give confidence that the health and safety aspects of the contract will be delivered?	Mark
Weak	The approach has not considered fully the requirements including innovation development and effective risk management. There is no evidence that the proposal goes above and beyond existing arrangements and/or legal compliance.	1-3
Good	The approach has considered partially the requirements including innovation development and effective risk management. There is evidence that the proposal goes above and beyond existing arrangements and/or legal compliance but only at a project level with the benefits not readily transferrable across the wider programme and/or Highways England	5-7
Excellent	The approach has considered fully the requirements including innovation development and effective risk management. There is evidence that the proposal goes above and beyond existing arrangements and/or legal compliance at a project level with the benefits readily transferrable across the wider programme and/or Highways England.	9-10

Table 4.5: Assessment of Health & Safety Statement Part B – Evidence and Validation

Evidence	How well the evidence from previous projects provides confidence that the proposed approach is likely to be successfully delivered	Mark
Weak	There is little or no evidence that the proposals have been developed from and have contributed to the successful delivery of similar services previously.	1-3
Good	There is good evidence that the proposals have been developed from and have contributed to the successful delivery of similar services previously.	5-7
Excellent	There is excellent evidence that the proposals have been developed from and have contributed to the successful delivery of similar services previously.	9-10

Table 4.6: Assessment of the Health and Safety Statement

Specific Risk	Part A Marks	Part B Marks	Combined Mark	Weighting	Weighted Mark

		Approach on this contract	Evidence from past projects	Lower of Mark A and B		Lower of Mark A and B
1	Organisational arrangements do not deliver the required health and safety performance.				20%	
2	Duties under CDM Regulations 2015 are not fully discharged				20%	
3	The H&S risks associated with delivering the services are not fully identified and/or mitigated				20%	
4	Resources are not adequate to deliver the services safely or healthily				20%	
5	Health and safety performance (for road users and road workers) does not continually improve				20%	
Total H&S Mark					**100%**	