Area 10

Asset Delivery
Maintenance and Response Contract

Instructions for Tenderers

Annex 3: Quality Submission Part 1

INSTRUCTIONS FOR TENDERERS FOR

MAINTENANCE AND RESPONSE CONTRACT

ANNEX 3: QUALITY SUBMISSION PART 1

CONTENTS AMENDMENT SHEET

Amend. No.	Revision No.	Amendments	Initials	Date
0	0	Tender Issue	SOS	19/02/18
1	4	Various amendments to quality statement structure and assessment	AN	29/03/18
2	4	New criteria Table 3.5	AN	29/03/18
3	4	Updated tables	AN	29/03/18
4	4	Table 3.7 renamed Combined Quality Mark to Process Quality Mark and updated throughout	AN	29/03/18
5	4	Section 2 added and updated paragraphs to clarify assessment of Part A and Part B approach	AN	29/03/18
6	4	Amended Paragraph 1.3.3 Part A Approach. Removed risks and review aspects required (Methodology, Resources, Transformation and Collaboration)	AN	29/03/18
7	5	Table 3.8 updated. Table 3.10 add as the worked example. Clauses 2.1.4, 2.1.5, 2.1.6 and 2.1.14 added or amended. Minor formatting of bullets in paragraph 1.3.3	AN	06/04/18
8	5.1	Amendments to table 3.1	AN	20/04/18

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1 QUALITY SUBMISSION PART 1

1.1 Introduction

1.1.1 Tenderers must submit a Quality Statement which follows the structure set out and cover the items described in this document.

1.1.2 In summary, the purpose of the Tenderer's Quality Statement is to provide Highways England with an acceptable level of confidence, within Highway England's level of risk appetite, that both:

- the approach (methodology, resources, transformation and collaboration) is adequate for a competent and experienced contractor to successfully deliver each Process (or Procedure) to Provide the Service, and

- the Tenderer has the necessary competence, capability and capacity to deliver this approach and can evidence this using relevant experience.

1.2 Quality Statement

1.2.1 The Quality Statement must be presented in two separate parts:

- **Part A (Approach)**. The proposed approach to Provide the Service as described in the contract, which comprise of the Tenderers quality promises and will form part of the contract, and

- **Part B (Examples).** Examples that provide documentary evidence such as from previous contracts, projects, businesses, processes or system implementation undertaken by the Tenderer or detailing from where and how the approach has been developed to demonstrate that the proposed approach described in Part A will successfully enable the Tenderer to Provide the Service.

1.2.2 The Quality Statement must either be submitted using the templates provided or if the Tenderer prefers not to use the templates they must contact the Procurement Officer to obtain agreement. In either event the Quality Statement must follow the structure of the Quality Statement Part A and Part B Templates and all other requirements. The Quality Statement Templates for Part A and B are illustrated in Tables 3.2 and 3.3, but are provided separately.

1.2.3 There must be clear linkage between approach proposals (Part A) and corresponding examples and evidence (Part B) by the use of cross referencing. The Quality Statement Templates facilitate these requirements. The numbering systems for Parts A and B must be used to ensure effective cross referencing between the two parts and other relevant documents. Some statements may be common to several Processes and Procedures and repetition and duplication should be avoided by the use of cross referencing.

1.2.4 The Quality Statement must not exceed the following page limit. The page limit includes all text included in the Quality Statement Templates, Parts A & B, cross references, title pages, drawings, diagrams, flow charts and any annexes. The page limit is 18 sheets of A4 paper, 36 sides.

1.2.5 Tenderers are advised to read the guidance on preparing the Quality Statement set out in Table 3.4.

1.2.6 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, no less than single-spaced with the margins set at 2.5cm. Text used for figures, tables, drawings, sketches, diagrams and flow charts must be no smaller than 8 point. The pages of the Quality Statement must be numbered. Page numbers and other header or footer information may be included in the margin space.

1.2.7 If the submitted Quality Statement or any part of it exceeds the page limit set out above then Highways England may reject the tender. If it is not rejected, the content of the pages after the limit 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.

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

1.3 Part A - Approach

1.3.1 Part A of the Quality Statement will comprise the Tenderer's quality promises and will form part of the contract for the successful tender.

1.3.2 Part A must describe the Tenderer's proposed approach for each Process (or Procedure) to achieve the aims, objectives and requirements of the contract, by maximising performance, optimising usage of resources, mitigating risk threats, realising risk opportunities.

1.3.3 Part A (the approach) must clearly articulate and include the following four aspects:

1) **Methodology.** The Tenderer's methodology will deliver each Process (or Procedure) that will assure delivery of the *service*, including managing (identify, assess and treat) all risks to achieve this,
2) **Resources**. The Tenderer's proposed resources will successfully deliver their methodology,

3) **Transformation**. The methodology and resources (labour, plant, materials, equipment, offices, systems, processes, software etc), will exploit opportunities that represent additional value and transform how the *service* is delivered over the full contract or service period,
4) **Collaboration.** The Tenderer will form productive, collaborative relationships with Highways England, the Community Partners and other key stakeholders.

The Quality Statement Template Part A is structured to facilitate these aspects and requirements.

1.3.4 Table 3.1 describes the Processes (or Procedures) that the Tenderer must provide a Quality Statement for. One Quality Statement Template Part A is required for each Process (or Procedure) in Table 3.1

1.3.5 Table 3.1 below also lists the Highways England identified risks that must be addressed in the methodology aspect of Part A (approach) of the Quality Statement. In addition, the Tenderer should identify any other key risks to the delivery of that Process (or Procedure). In both cases, the Tenderer must define appropriate treatment measures (both mitigation and enhancements) that the Tenderer will take to manage the risks.

Table 3.1 - Quality Statement Process or Procedure

		Contract or Lot (if applicable)		
Process or Procedure Ref. No.	**Process or Procedure**	**Risks Ref. No.**	**Client identified risks to be addressed in Part A** **Note – The Tenderer should identify any other key risks**	**Weighting**
A1.1	Deliver Maintenance Solutions	A1.1.1 A1.1.2 A1.1.3 A1.1.4 A1.1.5	• Failure to deliver maintenance solutions in accordance with the requirements of the contract and the client plans. • Failure to develop the cyclic maintenance programme in accordance with the Cyclic and Reactive Maintenance and Delivery Plan. • Exploiting network occupancy opportunities when planning and delivering maintenance solutions. • Failure to consider the customer experience when planning and delivering maintenance solutions. • Exploiting opportunities to transform how maintenance solutions are planned and delivered.(This risk is to be addressed in the transformation aspect/ section of the Approach)	20%
A2.1	Deliver Severe Weather Plan	A 2.1.1 A 2.1.2 A 2.1.3 A 2.1.4	• Failure to respond to severe weather safely, efficiently and effectively. • Failure to minimise the impact of severe weather events. • Failure to minimise disruption to our customers. • Failure to deliver the severe weather plan in accordance with Severe Weather and Incident Response Performance Requirements.	20%

A3.1	Deliver Incident Response	A 3.1.1 A 3.1.2 A 3.1.3 A 3.1.4 A 3.1.5	• Failure to safely, effectively and efficiently execute the appropriate elements of and the Incident Response Plan. • Failure to deliver incident response in accordance with the Severe Weather and Incident Response Performance Requirements. • Failure to work effectively with Highways England's control room, traffic officers and emergency services. • Failure to respond to Traffic Officer requests for Emergency Traffic Management. • Failure to consider and minimise the impact of an incident to customers.	20%
A4.1	Quality Management	A 4.1.1 A 4.1.2 A 4.1.3 A 4.1.4	• Failure to measure and audit performance and to improve performance to a level of contract compliance. • Failure to demonstrate continual improvement, sharing best practice and learning from others. • Failure in being proactive in measuring, monitoring and management of performance. • Failure to being open and honest in the reporting of non-conformities and taking advantage of continuous improvement opportunities.	15%
A5.1	Commercial Management	A 5.1.1 A 5.1.2 A 5.1.3 A 5.1.4	• Failure to manage works orders to demonstrate commercial governance. • Failure to submit, amend and report on the Annual Commercial Plan in accordance with requirements and timescales. • Failure to provide information in a timely manner to enable payment to be made. • Insufficient management of the supply chain.	15%

		A 5.1.5 A 5.1.6	• Failure to develop collaborative commercial relationships with the client, supply chain and community partners. • Use of systems for commercial management and administration.	
A6.1	Sustainable Service	A 6.1.1 A 6.1.2 A 6.1.3 A 6.1.4 A 6.1.5 A 6.1.6	• Failure to maintain a level resource to deliver all elements of the service for the full term of the contract. • Failure to grow and retain capable resources to deliver all elements of the service for the full term of the contract. • Failure to implement diversity and equal opportunity principles at all levels of the workforce. • Failure to consider the efficient use of resources and the environmental impact of delivering the service. • Failure to adopt the collaborative custodian role and develop collaborative relationships with the Client, community partners and other stakeholders.(This risk is to be addressed in the collaboration aspect/ section of the Approach) • Awareness of the strategic context associated with delivering the service. E.g. Government Construction Strategy.	10%

1.4 Part B – Examples

1.4.1 Part B is to consist of verifiable statements (examples) showing how the approach proposed in Part A has been developed and has contributed to the successful delivery of any works and services that are of a "similar" nature to the *service* in this contract. The Quality Statement Part B, as shown in Table 3.3, is structured to facilitate this.

1.4.2 Part B of the Quality Statement is the provision of documentary evidence to support the Part A approach in the form of examples such as past/current projects, businesses, systems or process implementation. The evidence to support Part B examples must comprise actual records and factual data, not in the form of unverifiable statements.

1.4.3 Where there are shortfalls in the Tenderer's previous experience, or there are risks associated with the *service* which have not been delivered before, there must be an explanation detailing how these shortfalls will be overcome that provides confidence that the approach will be adequately managed. The Tenderer must state if they believe there to be no shortfall in previous experience.

1.4.4 It is not necessary to include all the evidence to support Part B statements (examples), however, there needs to be sufficient "extracts" inserted in the statements that may be later verified by Highways England in the Stage 3 Validation process.

1.4.5 The examples do not have to be from contracts for Highways England work, and examples from other clients or industries can be used. The Tenderer must address Highways England's specific requirements.

1.4.6 A Schedule of Examples outlining details of all projects, businesses, systems or processes used to provide evidence must be included within the end of the Quality Statement Part B. It must include the following details:

- project, business or process title
- brief scope and coverage,
- client
- role on the project,
- value (budget, forecast and out-turn)
- dates (target, estimated and actual)
- Any major Compensation Events

Table 3.2 - Quality Statement Template - Part A

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Tender Assessment Template
Part A - Approach (Support to Promises Statement)

Insert contract title	Tenderer Number	Leave Blank
	Network Area	Insert Area

Process / Procedure Insert Process or Procedure Ref. No. (e.g. A1.1) Insert Process / Procedure Name

Aspect 1 – Methodology
Note - Include how key risks identified will be managed to an acceptable level.

Ref #	Methodology Statement			Marks (Leave Blank)
A1.1.1	Insert method statement to support Approach			
	Part B Ref: Insert Ref #	Contract Overview Ref: Insert Ref #	Service Plan Ref: Insert Ref # (if required)	
A1.1.x	Insert method statement to support Approach			
	Part B Ref: Insert Ref #	Contract Overview Ref: Insert Ref #	Service Plan Ref: Insert Ref # (if required)	
			Total Aspect Mark	

Tenderer Note – Insert extra rows as required.

Aspect 2 - Resources (Labour, Plant, Equipment, Materials, Offices, Processes, Systems, Software etc)

Ref #	Resource Statement			Marks (Leave Blank)
A1.2.1	Insert resources to support the Approach			
	Part B Ref: Insert Ref #	Contract Overview Ref: Insert Ref #	Service Plan Ref: Insert Ref # (if required)	
A1.2.x	Insert resources to support the Approach			
	Part B Ref: Insert Ref #	Contract Overview Ref: Insert Ref #	Service Plan Ref: Insert Ref # (if required)	
			Total Aspect Mark	

Tenderer Note – Insert extra rows as required.

Aspect 3 – Transformation				
Ref #	Transformation Statement			Marks (Leave Blank)
A1.3.1	Insert transformation statement to support Approach			
	Part B Ref: Insert Ref #	Contract Overview Ref: Insert Ref # (if required)	Service Plan Ref: Insert Ref # (if required)	
A1.3.x	Insert transformation statement to support Approach			
	Part B Ref: Insert Ref #	Contract Overview Ref: Insert Ref # (if required)	Service Plan Ref: Insert Ref # (if required)	
			Total Aspect Mark	

Tenderer Note – Insert extra rows as required.

Aspect 4 – Collaboration				
Ref #	Collaborative Statement			Marks (Leave Blank)
A1.4.1	Insert collaborative statement to support Approach			
	Part B Ref: Insert Ref #	Contract Overview Ref: Insert Ref # (if required)	Service Plan Ref: Insert Ref # (if required)	
A1.4.x	Insert collaborative statement to support Approach			
	Part B Ref: Insert Ref #	Contract Overview Ref: Insert Ref # (if required)	Service Plan Ref: Insert Ref # (if required)	
			Total Aspect Mark	

Tenderer Note – Insert extra rows as required.

Total Process Part At Mark	Sum above. Leave Blank

Table 3.3 -Quality Statement Template - Part B

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Tender Assessment Template
Part B – Examples to support the Approach

Insert Contract Title	Tenderer	Leave Blank
	Network Area	Insert Area

Process / Procedure Insert Process or Procedure Ref. No. (e.g. A1.1) Insert Process / Procedure Name

Part B - Examples

Ref #	Example Statements		Marks (Leave Blank)
B1.1	Insert examples to support the Approach		
	Part A Ref: Insert Ref #	Contract Overview Ref: Insert Ref #	
B1.x	Insert examples to support the Approach		
	Part A Ref: Insert Ref #	Contract Overview Ref: Insert Ref #	

Note – Tenderers should insert extra rows as required.

Part B - Schedule of Examples

B1 - Projects or contract examples

Ref No	Contract or Project Name	Brief Scope	Client	Role	Date Completed			Cost		
					Target	Actual	Variance Reason	Budget	Actual	Variance Reason
B.1.1										
B.1.x										

Note – Tenderers should insert extra rows as required.

B2- Other non project / contract examples (Processes, systems, businesses etc)

Ref No	Process, System, Business Name	Function/Usage/Scope	Date	Cost	Benefits/Achievements etc
B.1.1					
B.1.x					

Note – Tenderers should insert extra rows as required.

Table 3.4 - Tenderer Guidance

Ref	Guidance
1	Use plain and simple English and make use of defined terms. Avoid using buzzwords, management speak or things of little relevance.
2	Read the risks, Processes and Procedures to be addressed thoroughly and ensure your responses address these.
3	Pay special attention to specific issues, risks and possible mitigation measures.
4	Ensure the geography of the area, network constraints, depot/office locations are well understood to Provide the Service.
5	Include data and figures to support approach and evidence in a legible format (refer to text/font sizes).
6	If a target is given, provide an approach and evidence that gives confidence that it will be met.
7	Provide adequate detail on the approach, without repetition.
8	Make firm statements. Don't make aspirational or non-committal statements such as "we will endeavour to…', 'where possible we will…', 'when practicable we will…' etc.)
9	Ensure that there is Part A and separate Part B for every Process or Procedure in Table 3.2.
10	Ensure everything in Part A is covered in Part B and vice versa with good linkage. There is no benefit in evidencing things in Part B that aren't covered in Part A
11	Make cross-references clear, particularly within the Part B evidence to Part A approach.
12	Make sure the Approach in Part A and Evidence in Part B is NOT combined. Any approach set out in any Part B and any examples and/or evidence set out in any Part A will not be marked
13	Avoid repeating contractual requirements or Highways England wording with no back-up approach or evidence or understanding of how you will contribute to service delivery and risk reduction.
14	Don't use evidence from suppliers outside your committed supply chain.
15	Avoid using major statements about approach without substantiating evidence, (e.g. 'we will deliver an improved winter maintenance service')
16	Make sure diagrams, charts, fonts etc. are clear and readable. Ensure charts, diagrams etc. don't overlay, use tiny fonts etc.
17	Use text appropriately as space is limited..
18	Ensure details provided with your Contract Overview aligns with the approach in Part A e.g. ensure labour, plant/equipment types and numbers, FTE's and shift patterns are the same.

Ref	Guidance
19	If you are selected for validation and sustainability, ensure you have the required document evidence, staff, clients and suppliers ready to support Part B in a timely manner.
20	Ensure both quality and price submissions are aligned i.e. you have priced to deliver your proposed approach in Part A.
21	Be willing to raise tender queries during the tender period in a helpful and constructive manner.
22	Name any proposed subcontractors with their role if required.
23	Assessment is based on how the proposed approach will be implemented - be aware that the extensive re-statement of material already contained in the issued tender documentation is normally disregarded in the assessment of tender submissions.
24	The absence or lack of effective cross referencing may adversely affect the marks awarded.

2 MARKING OF THE QUALITY STATEMENT

2.1 Introduction.

2.1.1 The Quality Assessment Panel comprises of individuals who independently assess the Quality Statement and then meet as a panel to provide consensus on the scoring of the Quality Statement. The Quality Assessment Panel will undertake an assessment of the Quality Statement to determine their level of confidence that the Tenderer using their proposed approach will Provide the Service.

2.1.2 In marking the Quality Statement, the panel will take into account all the material supplied in Submissions 3 and 4 except the health & safety statement. A Total Quality Score will be evaluated and allocated for each Quality Statement.

2.1.3 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 Quality Assessment 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 Quality 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.

2.1.4 Assessment of Part A (Approach) will start with Aspect 1 (Methodology and progress in order as described in section 1.3.3 and the Part A Template as shown in Table 3.2. A score will be determined for methodology and then the subsequent aspects will add to this score to produce a total mark out of 10.

2.1.5 In terms of Part A assessment, Aspect 1 (Methodology) will be scored either 0,1,2,3 or 4. Aspect 2 (Resources), Aspect 3 (Transformation) and Aspect 4 (Collaboration) will be marked either 0,1,or 2. The scoring of all aspects is dependent on the level of confidence the assessor (s) have in the Tenderers approach as described in Table 3.5.

2.1.6 If either Aspect 1 or Aspect 2 is marked as “0”, the tender will be rejected. This is to reflect the importance of the Tenderers methodology and supporting resources to deliver the *service*.

2.1.7 The Quality Assessment Panel will award marks for each Process (or Procedure) for the Part A (Approach) and the Part B (Examples) using the marking criteria shown in Tables 3.5 and 3.6 respectively.

2.1.8 Any approach set out in any Part B will not be assessed during Part A, and any examples and/or evidence set out in any Part A will not be marked during Part B.

2.1.9 The Process Quality Mark is derived from the combination of the marks from Tables 3.5 and 3.6 for each Process (or Procedure), resulting in a residual level of risk that the approach will deliver that Process (or Procedure). These risk levels and marks are defined in the Process Quality Marking Table 3.7.

2.1.10 The Weighted Process Quality Marks are the product of the Process Quality Mark and the Weighting found in Table 3.1.

2.1.11 The Total Quality Mark is the total of the Weighted Process Quality Marks.

2.1.12 Highways England adopts a risk approach to accepting tender submissions and currently has the risk appetite as shown in Table 3.9.

Table 3.9 Risk Appetite (Acceptance)

Score	Risk Appetite (Max Risk Level)	Minimum Mark
Total Quality Mark	**Moderate**	**Minimum 50**
Process Quality Mark	**High**	**Minimum 30**

NOTE
A tender with a Process Quality Mark less than 30 will be rejected.

A Tender with a Total Quality Mark less than 50 may be rejected.

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

2.1.14 A worked example to illustrate the quality tender assessment marking process is shown in Table 3.10.

Table 3.5 – Quality Statement Part A (Approach) Marks

Evaluating the Quality Statement's Approach (Part A), together with the Contract Overview and the Service Plan.

Approach Aspect		Low		Medium		High	
Order	Aspect	Mark	Description	Mark	Description	Mark	Description
1	**Methodology**	0	Low confidence that the Methodology (including the management of risks) will deliver the *service* if implemented. All remaining aspects score 0	1 or 2	Medium confidence that the Methodology (including the management of risks) will deliver the *service* if implemented	3 or 4	High confidence that the Methodology (including the management of risks) will deliver the *service* if implemented
2	**Resources**	0	Low confidence that the proposed Resources will deliver the Methodology All remaining aspects score 0	1	Medium confidence that the proposed Resources will deliver the Methodology	2	High confidence that the proposed Resources will deliver the Methodology
3	**Transformation**	0	Low confidence that the proposed measures to exploit opportunities represent additional value to delivery of the *service* All remaining aspects score 0	1	Medium confidence that the proposed measures to exploit opportunities represent additional value to delivery of the *service*	2	Additional opportunities identified and high confidence that the proposed measures to exploit opportunities represent additional value to delivery of the *service*
4	**Collaboration**	0	Low confidence that the Tenderer will act in a collaborative manner in order to continually deliver and improve the *service* for the full contract or service period.	1	Medium confidence that the Tenderer will act in a collaborative manner in order to continually deliver and improve the *service* for the full contract or service period.	2	High confidence that the Tenderer will act in a collaborative manner in order to continually deliver and improve the *service* for the full contract or service period.

Table 3.6 - Part B and Validation Marks (Examples and Evidence)

LEVEL OF CONFIDENCE Examples (Part B) or Evidence (Validation)	How well the Examples (Part B) and Evidence (Validation) from similar businesses or projects provides Highways England with sufficient confidence that both: • the Approach, comprising the Methodology and Resources, including the Contract Overview, Service Plan and associated inputs i.e resources (labour, materials, plant and equipment), processes, systems, facilities etc will be adequate for a competent and experienced contractor to the deliver the service, AND • The Tenderer has the necessary capacity and capability to deliver the Approach to ensure successful service delivery.	Marks
Poor	COMPLETE absence of supportive documentary examples and evidence across ALL the aspects of the Process (or Procedure).	0
	SIGNIFICANT absence of supportive documentary examples and evidence across ALL the aspects of the Process (or Procedure).	1
	SIGNIFICANT absence of supportive documentary examples and evidence across MOST the aspects of the Process (or Procedure).	2
Low	LOW (circa 25%) level of supportive documentary examples and evidence across ALL the aspects of the Process (or Procedure).	3
	LOW (circa 25%) level of supportive documentary examples and evidence across MOST the aspects of the Process (or Procedure).	4
Moderate	MEDIUM level (circa 50%) of supportive documentary examples and evidence across ALL the aspects of the Process (or Procedure).	5
	MEDIUM level (circa 50%) of supportive documentary examples and evidence across MOST the aspects of the Process (or Procedure).	6
High	HIGH (circa 75%) level of supportive documentary examples and evidence across MOST the aspects of the Process (or Procedure).	7
	HIGH (circa 75%) level of supportive documentary examples and evidence across ALL the aspects of the Process (or Procedure).	8
Maximum	SIGNIFICANT (circa 100%) existence of supportive documentary examples and evidence across MOST the aspects of the Process (or Procedure).	9
	SIGNIFICANT (circa 100%) existence of supportive documentary examples and evidence across ALL the aspects of of the Process (or Procedure).	10

Table 3.7 - Process Quality Marking Table

PROCESS QUALITY MARK			LEVEL OF CONFIDENCE MARK (Assessed at both Part B and Validation)										
			POOR			LOW		MODERATE		HIGH		MAXIMUM	
			0	1	2	3	4	5	6	7	8	9	10
PART A MARK	EXCELLENT	10	0	10	20	30	42	53	63	73	83	94	100
		9	0	9	18	27	37	50	56	66	74	81	90
	GOOD	8	0	8	16	25	34	42	52	58	64	72	80
		7	0	7	14	22	29	37	44	50	56	64	70
	MODERATE	6	0	6	12	18	26	33	36	42	50	54	60
		5	0	5	10	16	21	25	32	35	40	45	50
	WEAK	4	0	4	8	13	16	20	24	28	32	36	40
		3											
	POOR	2											
		1											
		0											

Not Applicable as the Part A mark is less than 4 i.e 0, 1, 2 or 3, so the tender is rejected.

Key	Risk Appetite	Quality Mark Banding
	Negligible	Equal or greater than 90
	Low	Equal or greater than 70 and less than 90
	Moderate	Equal or greater than 50 and less than 70
	High	Equal or greater than 30 and less than 50
	Extreme	Less than 30

Table 3.8: Total Quality Score

	Process or Procedure	Part A Marks Approach on this contract	Part B or Validation Marks Examples / Evidence from past projects, business, processes	Process Quality Mark (Derived from the Process Quality Mark Table 3.7)	Process Quality Mark equal or greater than minimum mark in Table 3.9 YES/NO	Weighting	Weighted Process Quality Mark
1	Deliver Maintenance Solutions					20%	
2	Deliver Severe Weather Plan					20%	
3	Deliver Incident Response					20%	
4	Quality Management					15%	
5	Commercial Management					15%	

6	Sustainable Service					10%	
					TOTAL	**100%**	
Total Quality Mark							
Is the Total Quality Mark equal or greater than the minimum value. Defined in Table 3.9. YES / NO							
Are ALL the Process Quality Marks equal or greater than the minimum value. Defined in Table 3.9. . YES / NO							

Table 3.10: Quality Assessment Worked Example

Quality Assessment - Worked Example - Network Occupancy

STEP 1 - Table 3.5 - Part A Marks

Approach Aspect		Low		Medium		High	
Order	Aspect	Mark	Description	Mark	Description	Marks	Description
1	Methodology	0	Low confidence that the Methodology (including the management of risks) will deliver the service if implemented. All remaining aspects score 0	1 or 2	Medium confidence that the Methodology (including the management of risks) will deliver the service if implemented	3	High confidence that the Methodology (including the management of risks) will deliver the service if implemented
2	Resources	0	Low confidence that the proposed Resources will deliver the Methodology. All remaining aspects score 0	1	Medium confidence that the proposed Resources will deliver the Methodology	2	High confidence that the proposed Resources will deliver the Methodology
3	Transformation	0	Low confidence that the proposed measures to exploit opportunities represent additional value to delivery of the service. All remaining aspects score 0	1	Medium confidence that the proposed measures to exploit opportunities represent additional value to delivery of the service	2	Additional confidence that the proposed measures to exploit opportunities represent additional value to delivery of the service
4	Collaboration	0	Low confidence that the Tenderer will act in a collaborative manner in order to continually deliver and improve the service for the full contract or service period.	1	Medium confidence that the Tenderer will act in a collaborative manner in order to continually deliver and improve the service for the full contract or service period.	2	High confidence that the Tenderer will act in a collaborative manner in order to continually deliver and improve the service for the full contract or service period.

3 2 2 1

Total Aspect Mark 8

STEP 2 - Table 3.6 - Part B Marks

LEVEL OF CONFIDENCE Examples (Part B) or Evidence (Validation)	How well the Examples (Part B) and Evidence (Validation) from similar businesses or projects provides Highways England with sufficient confidence that both: • the Approach, comprising the Methodology and Resources, including the Contract Overview, Service Plan and associated inputs i.e resources (labour, materials, plant and equipment), processes, systems, facilities etc will be adequate for a competent and experienced contractor to the deliver the service, AND • The Tenderer has the necessary capacity and capability to deliver the Approach to ensure successful service delivery.	Marks
Poor	COMPLETE absence of supportive documentary examples and evidence across ALL the aspects of the Process (or Procedure).	0
	SIGNIFICANT absence of supportive documentary examples and evidence across ALL the aspects of the Process (or Procedure).	1
	SIGNIFICANT absence of supportive documentary examples and evidence across MOST the aspects of the Process (or Procedure).	2
Low	LOW (circa 25%) level of supportive documentary examples and evidence across ALL the aspects of the Process (or Procedure).	3
	LOW (circa 25%) level of supportive documentary examples and evidence across MOST the aspects of the Process (or Procedure).	4
Moderate	MEDIUM level (circa 50%) of supportive documentary examples and evidence across ALL the aspects of the Process (or Procedure).	
	MEDIUM level (circa 50%) of supportive documentary examples and evidence across MOST the aspects of the Process (or Procedure).	6
High	HIGH (circa 75%) level of supportive documentary examples and evidence across MOST the aspects of the Process (or Procedure).	7
	HIGH (circa 75%) level of supportive documentary examples and evidence across ALL the aspects of the Process (or Procedure).	8
Maximum	SIGNIFICANT (circa 100%) existence of supportive documentary examples and evidence across MOST the aspects of the Process (or Procedure).	9
	SIGNIFICANT (circa 100%) existence of supportive documentary examples and evidence across ALL the aspects of of the Process (or Procedure).	10

STEP 3 - Table 3.7 : Process Quality Marks

PROCESS QUALITY MARK		LEVEL OF CONFIDENCE MARK (Assessed at both Part B and Validation)										
		POOR			LOW		MODERATE		HIGH		MAXIMUM	
		0	1	2	3	4	5	6	7	8	9	10
EXCELLENT	10	0	10	20	30	42	53	63	73	83	94	100
	9	0	9	18	27	37	50	56	66	74	81	90
GOOD	8	0	8	16	23	[illegible]	42	[illegible]	58	64	72	80
	7	0	7	14	22	29	[illegible]	44	50	56	64	70
MODERATE	6	0	6	12	18	26	33	36	42	50	54	60
	5	0	5	10	16	21	25	32	35	40	45	50
WEAK	4	0	4	8	13	16	20	24	28	32	36	40
	3	[illegible]										
POOR	2											
	1											
	0											

PART A MARK

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Not Applicable as the Part A mark is less than 4 i.e 0, 1, 2 or 3, so the tender is rejected.

STEP 4 - Table 3.8 - Total Quality Mark

	Process or Procedure	Part A Marks: Approach on this contract	Part B or Validation Marks: Examples / Evidence from past projects, business, processes	Process Quality Mark (Derived from the Risk Matrix Table 3.7)	Weighting	Weighted Process Quality Mark
1	Deliver Maintenance Solutions	8	8	54	15.0%	9.6
2	Deliver Severe Weather	6	8	50	15.0%	7.5
3	Network Occupancy	8	6	52	17.5%	9.1
4	Deliver Incident Response	7	7	50	17.5%	8.8
5	Deliver Schemes	8	9	72	17.5%	12.6
6	Commercial Management	8	9	72	17.5%	12.6
				Total Weighting	100%	
	Total (Weighted) Quality Mark					60.2
	Equal or greater than minimum Total Quality Mark (Defined in Table 3.9)				YES / NO	
	Are all the Process Quality Marks equal or greater than the minimum value in Table 3.9					YES
	Is the Total Quality Mark equal or greater than the minimum value in Table 3.9					YES

Quality Assessment Process - Summary

NOTE - Steps apply to quality assessment of all Processes (or Procedures)

Step 1 - Part A - Approach

- Mark all 4 Aspects in chronological order within ranges,
- If Aspect 1 or 2 are marked Low or "0" the tender is rejected,
- Part A mark is the summation of all marks.

Part A Mark = 8,

Step 2 - Part B - Examples

- Mark Part B on evidence provided to gain a level of confidence for the delivery of the Approach.

Part B Mark = 6,

Step 3 - Process Quality Marks

- Using Part A and B marks the Process Quality Mark is directly taken from the Table.

Process Quality Mark = 52

Step 4 - Total Quality Mark

- Complete Steps 1 to 3 for all Processes (or Procedures),
- Assign the weighting to each Process (or Procedure),
- Calculate the Weighted Process Quality Mark for each Process (or Procedure),
- Summate all Weighted Process Quality Marks to derive the Total (Weighted) Quality Mark.

Total (Weighted) Quality Mark = 60.2

Step 5 - Risk Appetite (Tender Acceptance)

- Check if the Total Quality Mark > 50, AND
- Check if ALL Process Quality Marks > 30

YES to both =- Total Weighted Quality Mark is combined with H&S and Price Marks (if acceptable) .

STEP 5 - Table 3.9 - Risk Appetite

Score	Risk Appetite (Max Risk Level)	Minimum Mark
Total Quality Mark	Moderate	Minimum 50
Process Quality Mark	High	Minimum 30