



South West

Maintenance and Response Contract

Instructions for Tenderers

Volume 2A: Quality Submission A

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1 QUALITY SUBMISSION A

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 The Quality Statement is to be submitted in the Quality Submission Answer Booklet provided.

1.2 General

1.2.1 The Quality 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.

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

1.2.3 The tenderer is advised to read the guidance on preparing the Quality Statement set out in Table 2A.1 below.

1.2.4 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 Quality Statement must be numbered. Page numbers and other header or footer information may be included in the margin space.

1.2.5 If the submitted Quality Statement or any part of it exceeds the page limit set out in 1.2.2 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.

1.2.6 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.

1.3 Part A

1.3.1 Part A is to set out the proposed approach to deliver the contract objectives by maximising performance and managing the risks listed in Table 2A.2 below. The proposals and procedures 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.

- 1.3.2 Tenderers should also identify any additional issues affecting the listed risks which they consider will be critical to the success of the project, and set out how they propose to manage them.

1.4 Part B

- 1.4.1 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 of the same or similar nature to the work described in the Part A Processes and should be backed up with details and factual data, not simply provided in the form of unverifiable statements.

- 1.4.2 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. Detailed examination of the evidence referred to in Part B will form part of the validation process in Stage 4; it is not necessary to include this information in Part B.

- 1.4.3 The evidence does not necessarily have to be Highways England specific in all areas, for example, commercial management and health and safety Processes may be from other industries. However, it is expected that Highways England's particular requirements will be addressed.

- 1.4.4 A schedule outlining details of all projects used to provide evidence should be included at the end of the Quality Statement. It should include the following details:

- Project title
- Client
- Value
- Contractor or designer
- Role played
- Dates

1.5 Structure of Statement

- 1.5.1 Table 2A.2 below identifies the performance criteria and lists certain risks to meeting those criteria. The Quality Submission answer book is structured to follow the headings and sub headings in the table below, using the numbering system in the table, and cover each numbered Process

separately using the appropriate numbering system in the table. There must be a Part A and Part B for each Process. Any approach set out in any Part B and any evidence set out in any Part A will not be marked.

- 1.5.2 Some issues will be common to several items; duplication should be avoided by the use of cross references.
- 1.5.3 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 set out in the Quality Submission answer book. Tenderers must comply with the page limits set out in paragraph 1.2.2.
- 1.5.4 Assessment is based on how the proposed approach will be implemented and Tenderers should 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.

Table 2A.1 - Guidance

Ref	Guidance
1	Use plain and simple English.
2	Read the area specific risks thoroughly and ensure your responses address the issues.
3	Pay special attention to specific issues, risks and possible mitigation measures.
4	Address mobilisation and transition process issues.
5	Ensure the geography of the area, network constraints, depot/office locations are well understood to ensure an effective and efficient maintenance, severe weather and incident service is provided.
6	Include data and figures to support approach and evidence in a legible format (refer to text/font sizes).
7	If a target is given, provide an approach and evidence that gives confidence that it will be met.
8	Ensure roles and responsibilities for key staff are clearly defined, with CV's for Key People.
9	Provide adequate detail on the approach, without repetition.
10	Make firm statements avoiding words like "attempt, endeavour, investigate the possibility" of etc.
11	Demonstrate 'ownership' of risks, actions and targets
12	Ensure that there is Part A and separate Part B for every process or risk required in Table 2A.2.
13	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
14	Make cross-references clear, particularly within the Part B evidence to Part A approach.
15	Make sure the Approach in Part A and Evidence in Part B is NOT combined.
16	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.
17	Don't over-use secondary evidence without providing any primary evidence first.
18	Avoid using major statements about approach without substantiating evidence, (e.g. 'we will deliver an improved winter maintenance service')
19	Don't make aspirational or non-committal statements (e.g. 'we will endeavour to...', 'where possible we will...', 'when practicable we will...' etc.)

Ref	Guidance
20	Make sure diagrams, charts, fonts etc. are clear and readable. Ensure charts, diagrams etc. don't overlay, use tiny fonts etc.
21	Use text appropriately as space is limited, avoid buzzwords, management speak or things of little relevance.
Contract Overview (see Volume 2B)	
22	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.
23	Provide an Organisational Chart which shows all operational and management resource in a legible format, with FTE's and shift patterns where appropriate.

Table 2A.2 - Quality Statement Structure

Process			Process Risks	Issues to be addressed
C4	Cost Reimbursable - Reactive	C4.01	Ability to manage works orders to demonstrate commercial governance	<ul style="list-style-type: none"> • Works order record keeping • Invoice breakdown aligns with works order • Invoice aligns with information provided for updating of asset database
C6	Payments and Disallowed Costs	C6.01	That invoices for work completed cannot be easily reconciled with work orders and that any differences in value cannot be adequately explained	<ul style="list-style-type: none"> • Effective communication and planning of commercial work with Highways England to ensure monthly valuation and invoicing is efficient and accurate
D3	Network Programming and Coordination	D3.01	That planning to deliver cyclic and reactive maintenance work does not provide Highways England with opportunity to identify a best value approach and realise customer benefits	<ul style="list-style-type: none"> • Capability to effectively plan maintenance delivery and to have the ability to change plans as a result of outside factors including incidents and scheme programme changes. • Effective communication and early planning with Highways England and Works contractor to maximise best value
O1	Deliver Reactive Maintenance	O1.01	Availability and capability of resources to deliver reactive maintenance to ensure that Highways England can provide a safe and serviceable network	<ul style="list-style-type: none"> • Availability of resources and level of self-delivery • Capability of resources - experience, accredited training and skills, investment in training and apprenticeships • Capability to effectively manage delivery and to have the ability to change plans as a result of outside factors including incidents and scheme programme changes

O2	Deliver Incident Response	O2.01	Ability to provide a timely response to incident	<ul style="list-style-type: none"> • Availability of resources
		O2.02	Ability to make an acceptable initial and subsequent detailed assessment of the damage	<ul style="list-style-type: none"> • Capability of resources - experience, accredited training and skills, investment in training and apprenticeships • Availability of equipment and materials
		O2.03	Ability to collaborate with Network Control Centre and Works contractors as required to restore network	<ul style="list-style-type: none"> • Effective communication
O3	Deliver Severe Weather Service	O3.01	Ability to provide a timely response to severe weather decision	<ul style="list-style-type: none"> • Availability of resources
		O3.02	Ability to provide appropriate resources to comply with the severe weather decision and that equipment is kept in a state of readiness	<ul style="list-style-type: none"> • Capability of resources - experience, accredited training and skills, investment in training and apprenticeships • Capability to deal with a large and prolonged winter event that requires constant use of winter equipment
		O3.03	Ability to collaborate with the Network Control Centre to effectively deliver the severe weather service	<ul style="list-style-type: none"> • Effective communication