

Tender Response Requirements

Procurement of Retail Catering Services

Document 2

1st July 2016

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Part 1 Instructions

Bidders' Tender submissions must follow the order of the Tender Response Requirements and must be in clearly identifiable sections (i.e. using appropriate divisions or section separators). The order of the tender documents must be clearly cross referenced to the Tender Response Requirements. **Under no account must there be any embedded documents.** All Proposals and supporting documentation must be in English. Any additional submissions must be numbered and a list should be included within the index.

Any Tender must be in 12pt Arial Font and must not exceed, where defined the page or word limit. Any Bidder that exceeds the word deliverable limits, at the discretion of the trust, may not be considered.

Appendices (maximum of 2) can be used to support or compliment a response provided. Where appendixes are used these should be clearly identifiable to show which question it relates to and should be contained within the response to the relevant section.

The Scoring Criteria for each individual Lot is a set out in Document 3 of the Tender Documents.

Bidders are advised that supporting materials **should not** include general promotional materials prepared by the Bidder or, if the Bidder is a consortium, its individual members.

Failure to deliver all or part of the Proposal in the format requested may lead to a submission being deemed to be non-compliant by the Trust.

As part of Question One, Bidders are required to complete the Pricing Schedules as identified in Document 4 - Pricing Schedules and associated Instructions and any assumptions made in respect of the costs information should be clearly stated.

Please Note – For clarity Bidders can submit individual bids for Lot 1, Lot 2 or Lot 3

All Bidders will be required to complete the General, Technical and Human Resource Questions in Part 1, as well as the relevant sections within the Pricing Schedules in Part 2. IF a bidder is bidding on more than one Lot, the bidder is expected to return a full pack per lot, not just answering Q8 for each lot.

The Evaluation will be undertaken of the quality and the price, as separate elements;

- Price criterion accounting for 40% of the evaluation; and
- Quality criterion accounting for 45% of the evaluation.
- Presentation (for shortlisted bidders) accounting for 15% of the evaluation

The Tender Deliverable Questions (below) will be used for the Quality Evaluation and the Pricing Schedule (Document 4) for the Price Evaluation. These include the following services;

General

- Q1 - Commercial Response
- Q2 - Performance Measurement and Payment Mechanism
- Q3 - Legal Response
- Q4 – Assets and Equipment
- Q5 – Contract Management
- Q6 – Business Continuity and Emergency Preparedness
- Q7 – Mobilisation

Lot 1 – All Retail Catering Services

- Q 8

Lot 2 – Retail Catering

- Q8

Lot 3 – Staff Restaurants

- Q8

General HR

- Q9 – Human Resources Approach
- Q10 – Corporate Responsibility
- Q11 – Pay Strategy
- Q12 – Staff Consultation
- Q13 – TUPE Consultation & Support
- Q14 - Pensions

Executive Summary

Bidders shall clearly demonstrate their service vision for providing a holistic, “patient first” innovative and customer focused service solution for;

Lot 1

All Retail Catering Services

Lot 2

Retail Catering Services & Vending

Lot 3

Staff Restaurants & Hospitality

Service Vision

A clear pathway to service design philosophy should be demonstrated in the service solutions covered in the questions within this section.

Bidders should provide an overview of their proposed approach to this project. This should include statements of

- a) how Bidders propose to offer service quality and value for money, continuous performance management and continuous improvement indicators;
- b) how Bidders will establish communication protocols and interactive processes with key Trust stakeholders; and
- c) how Bidders propose to implement an effective and flexible scheme of governance in support of their delivery of the services.

Tender Requirements

The Service Level Specifications for Lot 1, Lot 2 and Lot 3 are to be found in Document 5 of the ITT documents. They define the scope and nature of the services required and within the costs submitted as part of their response to the financial section.

Bidders are asked to confirm that they fully understand the scope of service required as stated in the Service Level Specifications provided within Document 5 and will perform all of the Services identified in each Service Level Specification, to the standards identified therein. Where Bidders require further clarity on the scope of the Service Level Specifications and performance standards these issues should be clarified during the programmed clarification meetings.

Bidders should also identify those factors that, in their opinion, are significant and identify how they will be accommodated within their proposal. These should include the means by which innovative ideas to optimise service delivery in each of the services can be delivered.

Bidders are asked to confirm and demonstrate adherence and integration with Trust policies and procedures.

Bidders are also required to provide full details of the form and timing of any due diligence that will need to be conducted by the Bidder prior to contract award.

It is a specific expectation that, for the avoidance of doubt, Bidders make clear to the Trust any specific service deliverables that is inferred but not necessarily explicitly documented and that they have assumed will not be the responsibility of the Bidder and has not been included. In the event of any subsequent discussion concerning which party is responsible for delivering the totality of any specific service deliverable, the Trust will rely on this assumption.

Bidders are therefore required to confirm that they agree with this position by confirming below. In the event of any disagreement, then Bidders should state clearly the basis for their disagreement.

We agree / We disagree (delete as applicable)

Executive Summary Response (max 1000 words)

General Commercial Response for All Lots

Question 1

1.1 Financial Offer

Scores will be derived for Lot 1,2 & 3 based on the total guarantee level of income for the full ten year (10) year term (35%) and proposed additional income to the Trust from trading activities above the guaranteed income (5%).

Scoring will be individually assessed for both guaranteed and additional income.

Bidders are asked to provide supporting evidence (i.e. Business Plan) to demonstrate cost certainty and credible income levels that are viable and sustainable.

The proposed additional income levels will be risk adjusted in accordance with the following table;

Definition	Risk
Very high degree of confidence	100%
Strong possibility but with some	75%
Moderate possibility but sound	50%
Slight Possibility and sound basis	25%
Pure speculation with no	0%

When the guaranteed and additional income of the highest Bidder has been established, the total will be converted to a percentage, the highest value will be awarded 100%. All other Bidders will be scored against the highest score, based on how far they are from that threshold score.

Bidders must provide **one Pricing Schedule per Lot** which must be AfC compliant (TUPE liability) and thereafter ensure a Living Wage for all other staff members.

General Performance Measurement and Payment Mechanism Response for Lot 1, Lot 2 and Lot 3.

Question 2

2.1 Bidders are asked to confirm that they and (if applicable) their Parent Company agree to the ITT issued version of the Performance Measurement and Payment Mechanism (Document 5) by stating Yes or No.

Yes/No delete as appropriate

In respect of any “no” response, Bidders are asked to re-state any points of disagreement. **The extent to which Bidders disagree will be scored accordingly.**

General Legal Response for Lot 1, Lot 2 and Lot 3

Question 3

3.1 Bidders are asked to confirm that they and (if applicable) their Parent Company agree to the proposed terms and conditions/commercial agreement attached in the Contract issued version as contained therein (Document 6 – Standard NHS Terms) by stating Yes or No:

Yes/No delete as appropriate

General Assets and Equipment Response for Lot 1, Lot 2 and Lot 3

Question 4

4.1 Equipment, Costs and Maintenance - Bidders are asked to confirm;

- a) What equipment (and associated costs) they will be providing in support of their service model for Lot 1, Lot 2 or Lot 3 respectively.
- b) All Trust assets will be maintained to at least the current standard and that they will be returned to the Trust at the end of the contract term in the same or a similar condition.
- c) A responsibility matrix detailing what assets you consider will be Trust responsibility in terms of ownership, maintenance and replacement during the contact term and those that will owned maintained and replaced by the successful Bidder.

The above should include assumptions regarding responsibility and costs for maintenance, refresh and hand back arrangements during the contract period

4.2 Trust Owned Accommodation – Bidders are asked to confirm;

- a) Lease or license proposals for Food Production Areas, offices and any other proposed Trust owned accommodation and the commercial assumptions made in terms of benefit to the Trust to include VAT handling.
- b) How the condition of these Assets will be determined costs associated with their transfer plus on-going maintenance and replacement during the contract term.
- c) What are the assumptions regarding hand back arrangements of these facilities and the commercial position for the prevention of financial claims of loss, expense and profit in the event of Trust plant, machinery and equipment failing.

Response (max 500 words)

General Contract Management Response for Lot 1, Lot 2 and Lot 3

Question 5

5.1 Bidders shall detail and evidence how they will provide effective leadership in the management of the contract in order to;

- a) Embed a sustainable culture of excellence within the catering work force to deliver customer focused high quality services with compassion and dignity in a clean, safe environment and;
- b) deliver partnership working with the clinical teams to drive improvements in the care environment and respond to NHS initiatives for improved care.

The Bidder will also be required to provide the following;

- An organisation chart showing roles / positions of the proposed contract management / leadership. **Responses should be consistent with the Contract Management Pricing Schedules.**
- A detailed method statement setting out how you will operate a risk management system in accordance with ISO 31000:2009 international standards which provides the principles, framework and a process for managing risk aligned to the Trust's Risk Management Policy.
- Details how the Bidder will liaise fully with the Intelligent Client Team with respect to contractual discussions on the service deliverables, performance measurement location and requirements to include commercial management of price and variations.

Response (max 1000 words):

General Business Continuity and Emergency Preparedness Response for Lot 1, Lot 2 and Lot 3

Question 6

6.1 Bidders are to provide a detailed method statement setting out how they will deliver this service in accordance with the Service Specification.

This should also cover the following:

- a) Bidders are to provide detailed methodology of how their Business Continuity proposal interfaces with the Trust's BCP in terms of providing Business Impact and Risk and Vulnerability Assessments, including risk mitigation recommendations and Business Resumption.
- b) Bidders are to provide Business Continuity interface plans with third party suppliers and potential sub-contractors.
- c) Bidders are to provide evidence and case study examples of their annual Business Continuity reviews undertaken within other contracts.

Response (max 1000 words):

General Mobilisation Response for Lot 1, Lot 2 and Lot 3

Question 7

7.1 Bidders are to provide a detailed method statement and programme for Lots 1, Lot 2 and Lot 3 detailing key milestones in how they will mobilise for the delivery of the services in accordance with the Service Specification.

This should cover the following:

- a) A detailed mobilisation plan to show how services and activities will be mobilised at each facility. These must include, although not limited to the following elements;
 - Transfer of Employees;
 - Staff Training Procedures including a training gap analysis;
 - IT and change management process;
 - Undertaking of any build/investment works
 - Staff Recruitment;
 - Procurement of Equipment;
 - Supply Chain arrangements and the procurement of Sub-Contractors (if applicable);
 - Condition Survey;
 - Novation of Trust contracts; and
 - Scheduling of Trust transferred assets

- b) The potential risks involved in implementing the mobilisation plan and how these will be mitigated against particularly any workforce change and timelines involved.

- c) Assurances on how service delivery will not be disrupted in day one of service commencement and what resources will be provided to support both the mobilisation and day to day delivery of services

- d) Details of the Communication Strategy that they will adopt throughout the mobilisation process, both from an internal client (including bidders workforce and management team), as well as the external client (the Trust).

- e) A flow diagram to show at which points in the mobilisation plan they will interface with the Trust and how they propose to interface to ensure no risk to business continuity.

- f) The assumptions made in respect of Trust resource and space

For the avoidance of doubt, the Catering Service Commencement dates will not be staggered (unless expressly requested within the tender documentation) and Bidders shall provide evidence of how they will ensure that the above method statement and programme is aligned to the agreed dates

Response (max 1000 words)

Technical Response – Lot 1, 2 & 3

Question 8

8.1 The SDP shall clearly set out the Bidders service delivery methodology for all facilities and should include method statements and Quality Plans.

Proposed operating model

Bidders should set out the proposed operating structure for the Retail and Hospitality Services they will provide to the Trust's Facilities and associated buildings:

- How the Outlet(s) will operate year round and during the core opening hours;
- Who is responsible for what;
- What the reporting lines are;
- How the site manager will interface with the Trust organisation;
- The level of input (meeting frequency, reporting lines) from head office;
- How the services will be marketed and how you will interface with other Trust services and;
- How will the products and services be evolved over the Concession period

Bidders are to demonstrate how they will run the Service as well as describe any additional services proposed.

The SDP shall be consistent with the requirements of the Specific Service Specification and shall include the following;

8.2 Method of operation

Bidders are to set out the following in their bid proposals:

- a) Details of where and how products will be prepared as there may be limited on-site storage and production space. Innovative 'just-in-time' delivery methods which have minimal impact on the environment will be favourably received.
- b) Plans, visualisations & schematics showing counter layout, planograms, branding, signage & seating configuration within the demised area.
- c) Specify the methods of preparation and production used e.g. fresh on-site production; CPU made; chilled, frozen, microwaveable, toasted-to-order etc.
- d) Set out how any interim service will operate during a build phase.
- e) Describe how products will be served in the Outlet.
- f) Method of managing waste and recycling within the catering areas providing indicative annual waste generation levels. Set out your approach to reducing food and packaging waste and increasing recycling rates in accordance with WRAP's Hospitality and Food Service Agreement.

- g) How Hygiene, Health & Safety will be managed to minimise risk to customers, staff and the Hospital premises. Particular attention is required on an Operator's Standard Operating procedure and HACCP plan.

8.3 Staffing & Management

- a) The Operator shall maintain a stable team of trained, dedicated, motivated and customer orientated Service Personnel. Positive structured, management liaison between the Trust's representatives and the Operator shall provide an on-going review and measurable assessment of the service standards.
- b) Bidders are requested to set out their staffing and management structure for the site indicating how many permanent staff would be based the Hospital for each activity and how many temporary staff would be used..
- c) Details should also include staff and management qualifications, where the temporary staff will be recruited from and the typical hourly/daily rate for concession service staff. In addition please provide holiday, sickness and absence entitlement and what steps will be taken to ensure that the catering services are fully staffed.
- d) Bidders must take into account that current catering staff may transfer and TUPE will apply. They also need to ensure Living Wage criteria is applied where appropriate.
- e) Bidders are to clearly demonstrate that all staff (permanent, interim, temporary or casual):
- are not discriminated because of gender, sexual preference, age, race, disability, religion and culture;
 - hold a valid work permit and have undertaken Positive DBS checks;
 - that all required security clearances are valid;
 - that all food handlers have passed the minimum level 2 food safety qualification from an accredited body from one month of the operation starting;
 - that supervision are qualified to intermediate food hygiene standards(level 3) within 6 months;
- f) Please include details of staff training and development programmes which will be implemented.
- g) Your service philosophy which ensures an excellent customer experience every time.
- h) Please provide details of staff uniforms & PPE.
- i) Bidders are to set out how they will manage the impending pension auto-enrolment legislation. Any costs must be contained within the proposed concession fee.

8.4 Capital investment & service implementation plan

Bidders are to show an indicative start up programme which demonstrates the ability to bring the contract on stream as quickly as possible. In addition bidders should include details of how they work with their proposed development project. The start-up period will primarily focus on the fit-out of the Outlet space.

A detailed project plan is to be provided which shows the critical path throughout the preliminary, construction, commissioning and service implementation phases. This will be accompanied by detailed drawings in .dwg and PDF format which show the layout of the servery, display units, storage, preparation areas, seating areas and other key attributes. In addition a detailed specification is required for power, services, drainage, ventilation and other M&E aspects for agreement by the Trust.

Full consideration must be made to the use of sustainable materials and installation of energy efficient equipment within the design scheme.

8.5 Quality Assurance

Bidders are to include details of their quality assurance scheme, how it is monitored, confirm it is a formally accredited system and whether it is independently assessed.

Examples of accredited schemes will include:

- ISO 18001
- ISO 9000
- ISO 14001
- Investors in People
- Hospitality Assured
- Soil Association Food for Life accreditation
- DH Responsibility Deal
- DEFRA Government Buying Standards
- WRAP Hospitality & Food Service Agreement
- Others as appropriate

Specifically Bidders should include details of how, in practice, it assures the quality of service to customers.

General Human Resources Approach Response for Lot 1, Lot 2 and Lot 3

Question 9

9.1 The Bidder should provide a high level statement of their corporate approach to the management of Human Resource matters:

The Bidder should provide an overview of how human resource issues will be dealt with within this project. In particular, attention should be paid to the management of staff performance and productivity; accidents and violence to staff; induction for new staff and on-going statutory and mandatory training and staff development; staff engagement; and equal opportunities (including but not limited to gender, race and sexual orientation). The Bidder should also address its approach to the cooperation with other NHS Trusts in connection with their Equality Duty Obligations:

The Bidder should also confirm acceptance of the Trust's HR policies and procedures, particularly those relating to equal opportunities employment, the pre-employment checks of staff (including the relevant security checks) and their proposals in respect to health screening and the immunization of staff at risk:

Bidders should outline their approach to the recruitment and retention of staff). Particular reference should be made towards incentivisation, staff development and should specifically include a response to the following questions:

- a) What training and development do you offer?
- b) What staff benefits do you offer?

Response (max 500 words)

General Human Resources Corporate Responsibility Response for Lot 1, Lot 2 and Lot 3

Question 10

10.1 Bidders shall outline how they will ensure the Services are provided in the most sustainable manner to the Trust, and provide advice on sustainability matters including the following aspects:

- a) Corporate Social Responsibility: - culture, people, diversity and equality;
- b) Economic: - development and stability; and
- c) Environmental Sustainability: - environmental and energy management.

Response (max 500 words)

General Pay Strategy for Lot 1, Lot 2 and Lot 3

Question 11

11.1 Bidders should provide:

Details of pay strategies and terms of employment to be applied to staff, and should specifically respond to the following questions:

- a) Do you envisage any changes to terms and conditions of transferring staff following TUPE transfer?
- b) What measures are you likely to put in place as a result of the TUPE transfer and what is the likely timescale?
- c) How will you manage the relationship between direct hires and the relationship with transferred staff.
- d) What is your high level process and timetable to implement the AfC agreement on incremental progression and appraisal?

Response (max 500 words)

General Staff Consultation for Lot 1, Lot 2 and Lot 3

Question 12

12.1 Bidders should provide full details of procedures for consulting with staff and their representatives (particularly trades unions) in relation to this Contract (or Contracts). In addition, bidders should set out their current recognition arrangements with trades unions, coupled with arrangements for consultation/collective bargaining (if applicable) at a regional and national level and should specifically respond to the following question:

What is your approach in relation to Trade Union recognition?

Response (max 500 words)

General TUPE Consultation and Support for Lot 1, Lot 2 and Lot 3

Question 13

13.1 Bidders should confirm how they intend to provide the human resources support to assist in the TUPE information consultation process and the approach to engagement with the incumbent service providers and the Trust and to provide other support during the period of staff transfer.

Response (max 500 words)

General Pensions for Lot 1, Lot 2 and Lot 3

Question 14

14.1 Bidders must provide a statement regarding their compliance with all relevant Government guidance and applicable legislation in relation to the transfer and provision of pension benefits for any Staff transferring from the incumbent service provider(s). The statement should include full details as to how the obligations relating to transferring staff will be discharged for both initial and subsequent transfers.

14.2 Bidders must address the requirements of the HM Treasury Guidance the “Fair Deal for staff pensions: staff transfer from central government” (the annex to the Cabinet Office Statement of Practice Staff Transfers in the Public Sector) published in October 2013. Bidders must confirm that they will take all steps necessary, including entering into any arrangements required by NHS Pensions, to comply with the requirement that any staff who compulsorily transfer from a current NHS provider, or have previously transferred to an incumbent provider from an NHS organisation, will retain their membership of the NHS Pension Scheme and their accrued entitlements.

14.3 Bidders should also provide details of the pension benefits which it proposes to put in place for the following: and for their

- a) Its own employees and new recruits; and
- b) staff that TUPE transfer from non-public sector providers.

Bidders should also confirm their position in relation to pension’s auto- enrolment obligations.

Response (max 500 words)