



Department
for Work &
Pensions

Invitation to Tender

**Qualitative Evaluation Questions
Annex U
LOT 1**

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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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As Matalan currently have an agreement in place with DWP for vouchers, we already have robust procedures in place to continue to meet the service requirements. Key personnel from across the business are aware of the processes, including teams from Retail Operations, HR, Finance, IT, and Business Risk. These teams worked on the original delivery plan that provided an electronic solution to the invoicing process, covering Retail Java (tills), Nova (stock system) and Oracle (accounting). Regular training takes place to ensure all staff are up to speed with these systems.

With regard to the over arching Implementation & Delivery plan, everything required is already in place and has been running for a number of years, providing the service to DWP without any issues.

Attached is the flow chart of how the process currently works. [REDACTED]

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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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Key personnel would be as follows

Store Operations Team - Headed up by [REDACTED] based at Head Office. They will define any new procedures that need to be implemented and will support this implementation and ongoing processes around this agreement. In addition they will work with the store teams to ensure that all related procedures and training is in place and fully communicated to all parties.

Customer Service issues will be referred to [REDACTED], the Customer care Manager.

Any invoice queries should be directed to Alison Rigby, a member of our Finance department with specific responsibilities for invoicing and cash control. Any IT queries will be directed to our IT service desk - this service is operated on Matalan's behalf by CapGemini.

MI will be captured and processed by the store operations team, supported with transaction data provided by Finance.

Any specific quality issues will be referred to the Quality Assurance team by store operations

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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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All current staff have been through a rigorous training programme as part of their induction. As the DWP agreement has been in place for over 4 years, these requirements are covered as part of the programme.

Further to this, each new GSA (general sales assistant) has a full induction covering the basics of their role, including:

Health and safety

The importance of customer service

Loss Prevention

All legal obligations of their role (data protection, confidentiality, disability discrimination act etc)

Over the following 12 weeks the employee completes development units on the 'Star Programme'. This programme covers all aspects of store work including a specific module on customer service. This module focuses on the importance of providing excellent customer service from the moment the customer enters the store continuing to the point at which they leave.

If an employee is successful following this probationary period sign off they are then appointed as a permanent employee and encouraged to work towards further Retail Skills qualifications applicable to their role.

With regards to any newly launched initiatives these are cascaded from Area Managers to Store Managers to Store Management teams, ordinarily via a conference call. All relevant documentation (produced through the HR Learning & Development and Store Operations team) is then sent on to stores for training purposes and applicable sign off. Where this is a major initiative launch additional supporting payroll hours are given to stores to complete successfully.

Any changes or updates are generally communicated in the same way i.e. via conference call to Area Manager and Store Teams, with the relevant documentation being forwarded onto stores to complete with their GSA's and tracked by Area through the Area Co-ordinator.

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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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When a product is first ranged for sale in a store a minimum display quantity is defined to ensure that sufficient stock is sent to each store. Once on sale product availability is measured on a daily basis and any necessary action taken. Availability reports are used to support the decision making process and to quickly identify areas of focus.

To maintain accuracy and fulfil store potential, we use a system known as 're-banding'. This process allows us to review stores historical sales and amend the 'minimum shelf display' accordingly for future selling periods. This allows us to capture stores who have an upward trend and ensure stock levels are maintained at their optimum level at all times.

This exercise is repeated for every line in the business and is monitored by a team of Replenishment Managers & Analysts. In addition the Merchandising teams review the sales performance of their areas with a view to repeat buys where the sales performance is over expected plans.

Matalan have also recently invested heavily in updating the stock control system, moving to ordering in 'singles' instead of cases, which means each item sold can be replenished accurately on a one for one basis instead of as part of a case containing other sizes not required. The investment has covered all aspects of stock management from IT systems to a brand new purpose built distribution centre to maximise stock availability in store and on line.

The supply base Matalan use are in constant contact with the various replenishment teams to enable daily updates on where stock is and expected delivery dates to store.

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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

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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Each item of clothing & footwear goes through a fit process to ensure end results are to industry standard requirements and consistency is maintained. Each item is assessed and tested to industry standards. These tests are carried out by an accredited testing lab with test results applicable for 1 year - a revised test is required each year the order is running to ensure standards are maintained.

Tests carried out are to ensure each item is fit for purpose and can be washed / dried / ironed / cleaned without cause for complaint. These results are then put on the information carried on the item care label for customer reference. Other tests include for example 'dimensional stability to cleaning', 'seam strength', 'appearance after washing' - other test requirements are carried out depending on the item.

During garment development we use WebPDM to log the initial sample and approval process. Using this, the technologists assess every Matalan product line we sell and only when completely satisfied will the garment be "sealed" and approved for bulk production. During bulk production an AQL system is used both in-line and for final inspection. When goods arrive into our DC a dedicated QC team check each product line against the agreed seal sample and only when satisfied will the product be released to store. On the occasions that bulk does not meet the standard the product will be passed over to the Technical Services team who will then rectify the product or arrange for it to be returned to the supplier.

Details on Matalan CSR policy :

<http://www.matalan.co.uk/corporate/about-matalan>

Ethical Sourcing

For over two decades Matalan has maintained a robust direct ethical sourcing policy. Our health and safety standards are regularly audited by independent leading organisations that monitor worker conditions in garment factories and this will continue to happen.

Our internal audits are conducted by professionals with a background in manufacturing and factory safety, who regard the wellbeing of every factory employee as their personal responsibility. All suppliers have to sign documentation to ensure their compliance with the Matalan Sourcing Policy and secure working environment is the absolute minimum requirement set out in Matalan's ethical manufacturing framework.

Matalan believes that long-term and established relationships with suppliers creates a better business and better products for consumers. Many of our suppliers have worked with us from the very beginning and we work in partnership with them to constantly look at new ways of improving working conditions.

Environmental Policy

At Matalan we recognise our responsibility to minimise the potential of causing harm to the environment and strives to sustain and improve the environment through the careful consideration of design, selection of materials and operational procedures.

We're committed to complying with all regulatory and legislative requirements in all aspects of the business and will endeavour where practicable to ensure that our contractors and suppliers also comply. We see this as a minimum standard with respect to environmental issues.

Matalan also has, or is introducing wherever possible, processes to monitor and make improvements on areas such as:

- Waste disposal
- Energy consumption
- Fuel efficiency
- Products from sustainable sources
- Recycling

We regularly review our policies and procedures to make sure that we maintain an appropriate level of environmental awareness and responsibility.

We have a main board director who is overall responsibility for environmental issues so it's always on our agenda.

Sporting Pro

We are delighted to announce a new partner.

Sporting Pro, the new sports retailer, have linked up with Matalan to support sporting promise the award-winning grass roots sports initiative that has already impacted over 2 million young people.

It's about giving back to the sporting world and helping to support the next generation of sportsmen and women. Continuing the legacy from 2012 and encouraging everyone, irrespective of their background, age or ability to reach their sporting goals.

You've probably felt it for yourself. The little smile when you know that you've pushed yourself to be the best that you can be. To go a little further than you have been before. The confidence that comes from having the right tools to help you to achieve this.

The Sporting Pro website is now live www.sportingpro.co.uk and features leading brands including: Nike, Adidas, Reebok, Canterbury, Speedo, Wilson, Raleigh, and Berghaus. Stores are opening across the country from October 2013 onwards.

Sporting Pro and Matalan, together with Youth Sport Trust and Sport England, plan to make sport part of life.

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Matalan are fully PCI DSS compliant with regards to www.matalan.co.uk

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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

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

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Matalan's current refunds policy is as follows:

We are happy to exchange or refund goods within 28 days of purchase.
Goods must be returned with your receipt and be in the condition they were purchased.
Without a receipt we will exchange or refund in vouchers at the last known selling price.
Exceptions apply please ask in store for details.
This policy is in addition to your statutory rights and excludes clearance stores.

We propose the following for Job Centre Customers:

All authority customers would be offered a like for like exchange for goods returned in a perfect condition when an original receipt is or is not present Refunds would not be offered to authority customers. Faulty products will also be exchanged for a like for like equivalent.

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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.

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The main contact from completion of this tender will be the Procurement team, in conjunction with members of the Retail Ops dept.

The procurement team are part of the wider Finance Dept which includes Accounts Payable who manage the processing of vouchers and payment, and so will update Procurement on a regular basis to ensure the contract is managed effectively from that point of view.

Procurement had worked with IT and also Business Risk when the initial scheme was implemented, and those relationships are still in tact to ensure each element of the contract, and performance at store level can be managed centrally, with any issues escalated to Procurement for resolution. The Procurement Manager reports directly into the CFO of Matalan and therefore has the support of vital stakeholders across the business to ensure the service to the DWP is a high priority.

Regular internal meetings will be held between all relevant parties within Matalan to maintain the service levels to the DWP, and highlight any resource needed at various times throughout the year.

One member of the Business Risk team is the Continuous Improvement Manager, whose role is to monitor activity at store level and improve the service provided to all customers in terms of quality of staff behaviour, stock availability, and accuracy of stock reports that are fed back to the central merchandising / replenishment teams at head office.

Area Managers are also tasked with visiting all stores to ensure the service provided to customers is in line with expected standards.

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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 transactions for Jobcentre customers will be carried out at any till by any till operator ensuring that they receive the same service expectations of any other customer. Exceptional service is paramount in Matalan's expectations of all colleagues.

The customer's statutory rights will be maintained as a like for like exchange will be offered on any faulty products.

Full operational procedures will be devised centrally within Retail Operations at Head Office. These procedures will then be communicated to all Store Management teams via our internal intranet system. The processes and procedures will be cascaded to all store colleagues via training and briefing sessions held by the Store Management teams.

Continued support for the service will be offered via conference calls which will be held with all stores to fully convey the process and procedures along with the service expectations. New starters will complete training for the Authority initiative during induction.

The process for any complaints is outlined as follows:

Correspondence should be sent to the address below. In the event of an issue regarding customer service the complaint will be passed onto the Area Manager responsible for the store for investigation. The customer will receive a phone call from this Area Manager to confirm the details surrounding the complaint.

C/o Matalan Customer Services
Gillibrands Road
Skelmersdale
West Lancashire
WN8 9TB

Alternatively the customer may contact the Customer Service department by email via our website www.matalan.co.uk/contactus

If for any reason the customer was unhappy with the response from the Area Manager then the matter would be escalated to the attention of the Customer Services Manager for a case review. The Customer Services Manager would then contact the customer directly to discuss the matter going forwards. All complaints are generally dealt with within 48 hours of receipt."

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[9] Accessibility

As set out within the specification suppliers are expected to have a high street/local presence in the area for which you are bidding

Please detail how you will achieve this including any mitigation for lack of a local presence in a particular area. 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

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Matalan have a large estate of over 200 stores, across the whole of the UK. These are spread across all areas of England, Wales, Scotland and Northern Ireland.

The majority of Matalan sites are on easy to reach retail parks, with the balance being high street locations, which is why Matalan have submitted costs for every region available on this exercise.

Historically Matalan have been based in out of town retail parks but over the last few years the high street presence has increased, with the most recent openings being Edinburgh, Liverpool town centre, and 2 more new sites due to open shortly in Cardiff city centre and also central London.

In all the areas Matalan have submitted costs for we believe we have a local presence that will be easily reached by Job Centre Plus customers.

Matalan also have an online ordering facility, with products either delivered to home, or made available for collection at store (click & collect).

Delivery charges are detailed on the cost spreadsheets.

A full store locations list is included

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