



Department
for Work &
Pensions

Invitation to Tender

**Qualitative Evaluation Questions
Annex U
LOT 4**

Qualitative Questions
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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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[1]

Halfords Business Services (HBS) works with a vast number of public and private sector organisations helping deliver bespoke solutions for a range of cycle schemes.

HBS is experienced in the implementation of schemes similar to that of the DWP and is confident that it would provide a workable, robust and efficient process to support the project in full, offer a fantastic and convenient service for DWP customers and provide full management of the scheme via a dedicated Account Manager.

HBS has proposed a delivery plan to show the stages from order to collection taking into account the requirements of the DWP.

Please see ***Halfords Ltd Overarching Implementation and Delivery Plan_ Annex I*** ***[REDACTED]***

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[1] continued

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[1] continued

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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. :

[2]

Halfords Business Services

Halfords Business Services (HBS) was established in 2003 as the B2B division of Halfords and has a separate cost centre, turning over circa £50m per year. The Product & Service Sales team within HBS are dedicated to supporting organisations and specialises in managing the bespoke requirements of both the public & private sector with vast experience of working with local government organisations.

The DWP will be provided with an Account Manager, supported by administrative support colleagues, to oversee the contract, process all order requests and communicate with local stores, all to ensure a smooth customer journey and provide an excellent level of on-going support.

[REDACTED] will be your dedicated Account Manager. [REDACTED] has been with Halfords for 6 years and has previous experience working with a variety of organisations across the UK. She has a wealth of experience within this field and fully understands the needs and expectations and the importance of communication and support. [REDACTED] has a strong background of working with the public sector for sales, marketing and customer services and has the ability to fully assist you in all areas.

[REDACTED] will be available for initial and on-going support throughout the contract term. In the event that Clair Allen is not available, there is a support network within the Business Services team where access to account information is readily available via a secure CRM system. A team of Assistant Product Managers will assist [REDACTED] to ensure that all queries are handled in a timely and professional manner. They will also manage invoicing for the DWP contract.

Due to the flexibility of the CRM system Halfords uses, HBS has the ability to produce accurate MI reporting where necessary to report on the success of the scheme. Salesforce.com reporting facility means there are many different factors that HBS can produce MI on and this can be at agreed timescales or on an ad hoc basis.

Halfords already has a strong resource in place to support the DWP and manage this contract as we currently provide similar services to many organisations, including Jobcentre Plus.

Halfords can work to strict KPIs. Escalation processes are in place to ensure rapid resolution. Repeat business is our ultimate objective and we aim to deliver the very highest customer service for complete customer satisfaction.

Halfords stores

The Halfords BikeHut exists within all Halfords stores. They will manage the supply of the bike package to the customer and process the sale. When the sale is processed, this information is fed into the Salesforce.com CRM system to enable HBS to invoice DWP in a timely and accurate manner.

Every Halfords BikeHut is managed on a day-to-day basis by a Bikehut Sales Managers and

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supported by a Store Manager, Area Manager and Divisional Manager. A typical BikeHut has 6 colleagues which include mechanics.

The BikeHut colleagues will build the cycle, attach any accessories as necessary and be available for advice and guidance on the cycle. They will also manage the 6 week safety check that all Halfords customers are entitled to.

Halfords stores are open 7 days a week, with extended open hours ensuring the best convenience for a customer and a 'walk in' service to provide peace of mind.

No additional resource will be required to manage the contract on behalf of the DWP.

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[2] continued

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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

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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[3]

Key to maintaining our relentless drive for delivering a genuine service differential to our customers is ensuring that all colleagues, whether on the shop floor, in the distribution centres, or in the head office, have the opportunities and tools to continually develop their skills and capability. In the last year, we have invested in learning and development, to enable line managers to constantly improve the performance of the people in their teams.

Halfords Learning and Development Department recently introduced 'The HUB' a learning and development resource for all Halfords colleagues. The HUB allows employees to elect for different training they feel may benefit their job role. Some courses are mandatory, where as some are provided to help colleagues advance their career in Halfords with guidance from their line manager.

Since the appointment of our new CEO [REDACTED] last year ([REDACTED] all colleagues are being enrolled in to a 'Gears' programme to elevate in store technical capability. Halfords Academies provide '3-Gears' training, a qualification programme that trains and rewards financially for gaining expertise (managed through the online 'HUB').

Gear 1 applies to all colleagues and is completed in the first 3 months. Gear 2 (9 months) leads to expert product knowledge e.g. cycling. Gear 3 colleagues are 'Gurus', experts qualified to train others.

Skills and knowledge are current and market leading through workshops, product trade shows and by visiting suppliers. Store training also includes; Active Selling Training and Manager Development programmes. Store Managers also conduct training days for Bikehut colleagues, refresher courses and there are also in-store development DVD's. Training is tracked online through The HUB and can only be signed off by an Area Manager.

In July this year Halfords embarked upon a national rollout of training specifically for our Bikehut colleagues. 3,000 colleagues will be given specific bike build, servicing and maintenance training to refresh and improve our in store service.

Halfords' recognises that its colleagues are its single most valuable asset and is committed to a fair but robust approach to equal opportunities in all areas of business, with people gaining promotion on merit. Halfords has high expectations of all colleagues and everyone is required to perform and deliver value. This creates an environment that is challenging and rewarding, enabling colleagues to develop quickly and pursue new opportunities. Halfords is committed to being seen as an employer of choice. Halfords recently made it into The Sunday Times Top 25 Big Companies to work for.

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[3]

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[3] continued

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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.

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.

[4]

Supply Chain

Halfords is the UK's largest cycle retailer selling over 1 million cycles last year. At any one time we have an additional 60,000 bikes stocked. System processes and operational capacity planning ensure delivery, regardless of size and volume. Halfords has the skills and experience associated with operating a large and dynamic organisation and has the capacity and resource to execute the requirement.

Halfords has two national distribution centres. One DC in Redditch (based at Head Office) services all bike volumes whilst the new DC in Coventry services all other demand.

SAPERP system is our UK Supply chain management system. Halfords delivers between 1–1.5 million units per week to stores facilitated in full by the two Distribution Centres. When store stocks fall to a predetermined level, an automatic replenishment order to the DC is triggered. Halfords is able to order products into store within 24hours.

Where differing sizes/models are unavailable at the time in any given store, Halfords is able to order the bike into store within 24hours directly from the DC via courier, regardless of whether it is usually stocked or ranged by that particular store. **Should a product be out of stock within the stores and the DC Halfords will supply a like for like alternative at no extra cost.**

The efficiency of our colleagues in the distribution centres has been improved through intelligent management systems; one feature is the “pick by voice” feature which allows the movement of our colleagues picking orders to be optimised as they are given live instructions via headset by computer. This enables not only increased pick rates by better planned walks but also the ability to pick for multiple stores concurrently meaning stock can be into stores quickly.

Far East Sourcing

The majority of Halfords products are sourced from the Far East where we have dedicated Halfords Asia sourcing offices in both Hong Kong and Shanghai with a team of experienced engineers that audit processes and quality of products. There are set controls in place. These include; Evaluation and monitoring of suppliers, Conformity to specifications, Pre-shipment inspections, Compliance with legislation and industry standards, Ethical sourcing with stringent Code of Conduct Audits.

We buy directly from manufacturing sites in the Far East, cutting out UK wholesalers, giving us control of our stocks right from the start of the supply chain. We protect ourselves from currency and commodity fluctuations by forward buying. Our Hong Kong office monitors changes in the supply market, manages supplier costs and looks for new territories to source products – giving us first hand insight to any risks that may impact on our supply of stocks. Manufacturing in the Far East is shared amongst 3 to 4 main manufacturers – however this is slowly changing as Vietnam, Cambodia, India and Thailand offer cost and tax savings opportunities.

[4]

Quality

As a retailer, Halfords ensures that all products are sourced from manufacturers who hold the relevant British, European and International standards. This is governed by Halfords robust quality management system that has been based on Halfords' business needs as a national retailer.

Halfords conducts pre-shipment inspections on all shipments by assessing random samples. The samples are evaluated against inspection criteria. Should the sample fall short of required KPI, the goods are rejected prior to shipment. This helps to ensure that all goods arriving into the Distribution Centre are fit for purpose. Subsequent checks are carried out within goods inwards on arrival at the Distribution Centre.

If a product is found to be faulty Halfords will (item dependent) arrange for a repair or supply a like for like replacement as per the Halfords Return Policy.

The cycles provided also hold a warranty that the customer will be entitled to should there be any quality or maintenance issue. Warranty and maintenance issues are logged and resolved at store level. Store colleagues have the ability to respond quickly to queries without seeking pre-approval from Head Office for speedy and efficient resolution of any quality or maintenance issues.

Additionally to the Warranty, Halfords offers free build and safety check (PDI) on every cycle before it is taken by the customer ensuring peace of mind for the customer and DWP that the cycle they have obtained is in a ready to ride condition.

Further to this, Halfords are offering [REDACTED

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The goods proposed under this contract are cycles and accessories that are very popular. Therefore they are very well stocked by stores and the DC.

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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.

[5]

Halfords Quality Policy

Our Aim

As a retailer, Halfords ensures that all products are sourced from manufacturers who hold the relevant British, European and International standards. Halfords robust quality management system has been based on Halfords' business needs as a national retailer. We have a quality assurance statement (www.halfordscompany.com) that is made available to every stakeholder within the business. The quality of our products is fundamental to the continued growth and success of the Halfords brand. The Board recognises that the quality and safety of both our products and services is of critical importance to us and that any major failure will affect consumer confidence. We recognise that if our products are seen to be or perceived to be of poor standard or of poor value for money then customers will look to obtain these from our competitors. Our aim is to ensure that our product offering exceeds customer expectations in terms of safety, performance and value for money.

Quality Team

The team is based at Head Office and is dedicated to quality control of all products sold through Halfords. Experienced managers and technologists form Halfords Quality function, including specialists in automotive engineering, electronics, materials science, chemical formulation, quality systems and packaging. Each colleague has their own area of responsibility relating to quality control for the different types of products that Halfords sells. Key Quality personnel contacts are: [REDACTED] – Head of Quality Assurance & Product Compliance ([REDACTED] manages a team of 9). Of direct relevance to the contract, Tim Hutt – Quality Engineer for Cycles [REDACTED] – Quality & Technical Manager, [REDACTED] – Returns Process Manager. The quality of our products is fundamental to the continued growth and success of the Halfords brand.

- Rigorous product induction ensures all products are safe, legal, fit for purpose and meet the requirements of our exacting technical specifications. All products sold meet British and European and International standards and must meet the quality department's exacting standards before reaching our stores.
- Regular assessments of all products are carried out on a periodic basis. Our product testing methodologies vary by product type and are primarily driven by the requirement to ensure safety. E.g. cycle clothing is assessed to ensure that materials give the desired performance (colour fastness, breatheability, waterproofness, etc.) and bikes are analysed to verify materials are sufficiently robust. Most of our products are also subjected to user trials in 'real life' situations, so that we can verify that instructions are correct and easy to understand and most importantly, that the products actually work.
- Products that have been recalled by the manufacturer are assessed
- Warranty and manufacturing standards are assessed for every product sourced
- We continuously review concerns reported by our customers and where potential improvements are identified, we endeavour to instigate speedy product enhancements. We continually track performance against a broad range of measures that customers tell us are critical to their shopping and servicing experience, and monitor customer perceptions to ensure we can respond quickly if required.
- This team is continually developing and testing new products to bring new designs and concepts into Halfords stores. We also have two Halfords offices in Asia who seek out new technologies and manufacturing techniques, keeping a close contact with all of the key global bicycle manufacturers, based mainly in China, Taiwan & Cambodia

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[5] Each area detailed above requires formal reporting procedures so that any evaluation is recorded for future reference. The department can provide technical specification data for all Halfords products and their corresponding quality association.

Certificates and Accreditation

As a retailer, we ensure compliance with all relevant legislation and codes of practice for the products that we sell. Halfords will not sell a product that has not achieved British Standard Accreditation.

- All of our bikes with a maximum saddle height of >635mm have had to be fully compliant with BS 6102 Part 1 for many years. This has been mandated by the Pedal Bicycle (Safety) Regulations, last revised in 2010. These came into force on 06/04/10 and mandate that all bikes with a maximum saddle height of >635mm have had to be fully compliant with the most appropriate of the new EN standards (these are much tougher and include a lot more fatigue testing).
- Halfords has led the market in securing these quality standards and acted as consultants to the Department for Transport with regards their introduction. Halfords was the first to meet these requirements and confirms that all bikes are designed, specified and tested to comply with the EN standards.

On July 22, 2006 the European Commission has published the references of a number of CEN standards for bicycles in the Official Journal of the European Union. Halfords complies with these standards conforming with the EU General Product Safety Directive 2001/95/EC that “lays down an obligation on producers to place only safe products on the market.” The four different CEN standards that were published in the EU Official Journal are: EN 14764 for City and Trekking bicycles, EN 14766 for Mountain bicycles, EN 14781 for Racing bicycles, EN 14872 for Bicycles – Accessories for bicycles – Luggage carriers.

Suppliers

The majority of Halfords products are sourced from the Far East where we have dedicated Halfords Asia sourcing offices in both Hong Kong and Shanghai with a team of experienced engineers that audit processes and quality of products. There are set controls in place. These include; Evaluation and monitoring of suppliers, Conformity to specifications, Pre-shipment inspections, Compliance with legislation and industry standards, Ethical sourcing with stringent Code of Conduct Audits. Halfords has a Sourcing Code of Conduct (“the Code”), which can be viewed on the Company’s website (halfordscompany.com). This is sent to all potential new suppliers as part of the Supplier Questionnaire, before orders are placed with the supplier. Compliance with the Code is independently audited. The response to the questionnaire is reviewed and, if the supplier does not provide an acceptable alternative assessment report, an audit by an independent auditor such as Bureau Veritas, is arranged.

Halfords will only trade with those companies which fully comply with our policies or those taking verifiable steps towards complying with them. In the event of any failure to comply, we reserve the right to end the business relationship and cancel outstanding orders. Following the independent audit of the Code, any supplier that receives an unacceptable score is required to issue a corrective action plan. The corrective action plan is reviewed by Halfords Asia Quality Department, and if approved, a date is set for follow-up with the supplier. Depending on the type of non-compliance this follow-up may include a specific factory visit, or be included at the next planned visit. The timescales will, again, depend on the nature of the non-compliance.

Halfords conducts pre-shipment inspections²⁰ on all shipments by assessing random samples. The samples are evaluated against inspection criteria. Should the sample fall short of required

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[5] KPI, the goods are rejected prior to shipment. This helps to ensure that all goods arriving into the Distribution Centre are fit for purpose. Subsequent checks are carried out within goods inwards on arrival at the Distribution Centre.

Ethical Trading

We oppose the exploitation of children and young people. We oppose the exploitation of workers and we will not tolerate forced labour, or labour which involves verbal, psychological harassment or intimidation of any kind. Workers must have the right to form and join organisations to facilitate freedom of association and collective bargaining and all workers must have access to written employment details, which must pay due regard to the welfare of individuals. We support fair and reasonable rewards for workers, wages should reflect local norms and should meet or exceed any legal minimum wage levels. While local and cultural differences will be observed workers must not be expected to work in excess of 60 hours a week. The full Halfords Ethical Trading Policy and CSR policy can be found in our Annual Report.

We undertake all reasonable and practical steps, including factory, warehouse and tied accommodation inspections and audits to ensure that our standards are being implemented throughout the businesses of our suppliers and that local legislation is being complied with.

Quality Care for the Customer

Before the cycle is collected Halfords will provide:

- A FREE build
- Safety Check (PDI)

[REDACTED]

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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.

[6]

In management of the DWP contract Halfords Business Services follows the Halfords Returns policy outlined below.

Returns Policy

We hope that you will be happy with your Halfords purchase. However if you need to return any item we will happily refund or exchange it, provided it is within 28 days of delivery, in its original packaging and with proof of purchase.

Unwanted Goods

If you decide that you do not want any item that we have delivered, we are happy to offer you an exchange or refund within 28 days of delivery. Any item must be returned unused in their original packaging along with the original packing note and copy invoice (as proof of purchase).

Satellite Navigation, DVD's, memory cards and software can only be exchanged if faulty or if returned unused with the original seal and wrapping intact. Personalised products and made-to-order products cannot be returned unless faulty.

Faulty Goods

If you purchase a product online which is found to be faulty we will (depending on the item) supply a replacement product, arrange for a repair or give you a refund of the purchase price as appropriate. Should a fault occur after the initial 28 days, we will resolve your concern in accordance with current consumer protection legislation.

Returns & Refunds

How To Return An Item

The easiest and quickest way to return your item or items is to take them to your local Halfords store for a replacement or refund along with your copy invoice as proof of purchase.

Methods Of Return Are As Follows:

To a Halfords Store

The easiest and quickest way to return your item or items is to take them to your local Halfords store for a replacement or refund along with your copy invoice as proof of purchase. Unfortunately, Halfords stores are not able to accept returns for products delivered direct from the manufacturer, Gift Vouchers, Driver Safety Aids, Nitro Cars, Made to Measure items, items cut to length or Parking Sensors.

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[6] *Items returned without proof of purchase may only be exchanged at the Store Manager's discretion.*

For details of your nearest store, please visit our [Store Locator](#) or telephone 08457 626625.

The use of a Letter of Collection when processing the sale at store means the Salesforce.com CRM system allows accurate tracking of all items obtained through the contract.

The LoC is logged as the payment type on the receipt the customer is given, which means upon processing a return; no refund will be given directly to the customer, preventing fraud. In the event of no receipt, only an exchange will be offered and this will be on a like for like cycle. Should a like for like cycle not be available, Halfords will upgrade the customer free of charge, however our stock levels mean this is a very rare occurrence.

The DWP will be refunded for any returned goods directly from Halfords Business Services who will issue a credit note to the DWP account.

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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.

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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[7]

Halfords Business Services aim is a satisfied client and a good working relationship. This maintains and ensures repeat business for the future.

Keeping regular contact with DWP for the duration of the contract is a priority for Halfords Business Services, whether this is by phone or at regular review meetings.

The Account Management team will hold regular review meetings with the DWP or at the DWP's request. These meetings will provide the opportunity to discuss performance of the scheme, feedback from HBS or DWP and processes and improvements. At Halfords Business Services we are always looking for ways to develop and improve our service to better serve our customers.

Halfords entered into a lengthy procurement procedure when choosing a CRM provider, Salesforce.com was chosen for its ability, flexibility and its data security credentials. It is constantly improving its systems and resources available and through this we can maximise and improve our own services to our clients.

Customer Care: Halfords 'business to business' customers

Halfords Business Services is a cost centre in its own right and operates independently to the retail arm of the business. The DWP may liaise with Halfords via one of the following methods:

- Our dedicated Business Services Helpdesk (phone, email, post)
- Visiting a local store
- Halfords customer services department
- The Account Manager

Under all of the methods above, the query will reach the Account Manager, it is then logged on our Salesforce CRM system as a 'Case' and then acknowledged (usually via email to the customer).

Should it be necessary there is a clear escalation process in place via our internal CRM system. An escalation level is allocated to every issue depending on its nature: Either level 1, 2 or 3. Our standard key performance indicators relating to complaints are:

Acknowledgement of receipt	Within 4 working hours
Update and activity progressed	Within 3 working days
Completion	Not to exceed 14 working days

Halfords manages escalation procedures on a case-by-case basis. All queries are dealt with by the Account Manager in the first instance, followed by the Corporate Sales Manager [REDACTED] if required.

[7]

MI Reporting

Halfords internal CRM system 'Salesforce' enables Halfords to capture all customer details, transactions and issues associated with an account.

The details are updated usually by the Account Manager (although other authorised users are also able to update the CRM system where the Account Manager is absent). This ensures that all transactions are recorded at Head Office for full audit trail and MI reporting.

Should the DWP require reporting on a regular basis on particular factors, the CRM system can create reports automatically at set time scales. These can be sent directly to the DWP from the Salesforce.com environment.

MI reporting allows us to recognise ordering traits, popular products, package cost etc. Through reporting we can ensure we always have adequate resource for future supply to the DWP.

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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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As a Group, and with the introduction of [REDACTED] (our new CEO), Halfords is making a significant change to its approach to service and customer support. Matt has a clear desire to change the Halfords philosophy and each and every colleague within Halfords must be fully committed to delivering world class levels of customer service.

Customers are our life-blood. Fundamental to a sustainable future is our ability to offer a friendly expertise based service, where customers have a better experience at Halfords than they would at other non-service based retailers and recommend us to their friends.

Predominantly customers that come to Halfords through the DWP contract and Jobcentre Plus will interact only with our store colleagues. Our store colleagues are very important to us in delivering the customer service that we aspire to.

We continue to make investments in multiple training programmes underpinned by investing in a new Learning Management System. The HUB provides access to many different learning and development opportunities for our store and Head Office colleagues. The importance of Customer Service is impressed upon store colleagues as part of their initial training and induction. Our 3-Gears training programme has been introduced to ensure that consistent product knowledge and service is delivered to all of our customers across all our stores. It is important that to offer the best customer service we recruit, train, develop, engage and support our colleagues creating an environment in which they want to work.

The stores and the store trading hours offer a consistent and accessible shopping environment. Stores are open 7 days a week and later on weekdays offering the most convenience for collection of bike packages. Our 'walk in' service means should any issues arise, Jobcentre Plus customers can get assistance quickly, at a time suitable for them outside of regular office hours that they may now be working.

Customer queries or issues are at first dealt with at store level. If no resolution can be found, queries can easily be escalated to Customer Services based at Head Office. Details are recorded onto our secure CRM system and logged as a 'case'. This case is held open until resolved. Using Salesforce to monitor customer feedback and issues means that they can be easily communicated to different parts of the business. In the case of Jobcentre Plus customers, Halfords Business Services would be involved and the Account Manager would assist Customer Services in finding a speedy resolution to any issue. Cases do not leave the case queue until they have been resolved.

Salesforce.com's ability to provide MI reporting means cases directly linked to Jobcentre Plus customers can be reported on should this be necessary, allowing the DWP full visibility of Halfords interaction with the customers. This can also be monitored closely by the Account Manager.

After care is also a very important consideration in customer care. Halfords aim is to 'inspire our customers with their life on the move'. We will do this in the following ways for Jobcentre Plus customers.

- 1. A 'walk in service'** – should a customer have an issue with their cycle, they can bring it in to any one of our 464+ stores most convenient to them for assistance providing extra peace of mind.

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2. **FREE BUILD AND SAFETY CHECK** – Halfords believe it is important to provide a customer with a cycle in a ready to ride condition. The bike will undergo a full PDI check before the customer takes ownership. They will be presented with a signed PDI check list to show this has been completed.
3. **FREE SIX WEEK SAFETY CHECK** – this ensures that the cycle is still working to its optimum, if any small adjustments need making they will be done at this time.
4. [REDACTED].

At Halfords Business Services we are happy to liaise directly with customers or Jobcentre Plus advisors on behalf of the customer. This can be via email or phone. Calls and emails are logged as cases to provide visibility to the rest of the Account Management team to ensure smooth communication.

At the start of the contract we will provide DWP with contact details for the Account Management team (emails and phone numbers) handling the account so these can be passed to the Jobcentre Plus advisors. The resource we have in place means they will always be able to talk to a member of the Business Services Team quickly who, using our secure CRM system will be able to help with their query. The use of our CRM system and our processes of logging all communication mean that any of the Account Team will be able to handle on-going queries, even if they did not originally deal with it.

We are also happy to liaise directly with stores on behalf of the Jobcentre Plus advisors to maximise their time should they need it.

“We have been working with Halfords Business Services for a while now and have always found them to be extremely helpful. We have confidence that our enquiries will be handled quickly. The time taken from order to fulfilment in store is minimal, which is really important. The in store feedback has also been really positive.”

[REDACTED] – Team Manager
Ingeus

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[9] Accessibility

As set out within the specification a high street/local presence is preferable but other methods of ordering and delivery/collection would be considered.

Please provide detail on the level of high street/local presence you will have and detail of any other proposals you may have to meet customer need and individual District requirements. 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

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.

[9]

Halfords opened the UK's very first bike shop in 1892 in Birmingham and by 1910 had opened its 100th bike shop. For over 100 years, Halfords has been a trusted provider of bikes, bike parts/accessories and bike servicing/repair to virtually all communities within the UK. **97% of the UK population lives within 30 minutes of a Halfords store.**

Halfords is a well-known brand and most people, when asked where their local store is will have some foresight, however, employees can find their nearest 5 stores by visiting the website www.halfords.com and clicking on 'store locator'.

Halfords offers its customers the very best accessibility - open every day of the year except Christmas Day – and until 8pm weeknights (Mon-Fri 9am-8pm, Sat 9am-6pm, Sun 10am-5pm). Our extended opening hours mean that we are open when other retailers are closed; enabling employees to collect their bike outside normal office hours - this equates to an extra 30 hours/week compared to an average local dealer.

Whilst Halfords has comprehensive nationwide coverage, it is also very much a local retailer and employer, contributing to the local economy with over 10,000 colleagues employed throughout our store network. The importance of a Halfords presence and its contribution to local communities is easy to overlook but Halfords does contribute significantly to supporting local communities in terms of employment opportunities (each store will provide around 30 jobs for local employees) and business tax contribution for the area. Many stores have been trading as a key part of the local community for 90+ years, fulfilling the needs of local customers, helping to keep the local community on their bikes.

Halfords was one of the first retailers to start the 'out of town' revolution in the 80's whereby customers were increasingly requiring larger stores with free parking facilities. Our store base is therefore dominated by Superstores with spacious 'Bikehut' departments typically located in out of town retail parks or on the edge of town centres, plus some representation of neighbourhood/high street (Metro) stores. It is often the case that there are 5 or 6 (and sometimes more) Halfords stores located in larger cities.

Stores are increasingly optimised in layout and range which is specific to local demographics for an effortless shopping experience for all customers. Halfords distinguishes its bike category products in store through a clearly defined specialist 'Bikehut' subshop. Halfords continues to invest in its existing estate to ensure that it remains contemporary. Further to the appointment of a new CEO (Matt Davies) significant investment across our portfolio will result in refurbishment and modernisation of our retail environment including the migration of the Bikehut to the front of the store making the store experience easier and more enjoyable for the customer.

Halfords has a large amount of stores in each district specified by the DWP. As per Annex K the below shows the amount of stores in each district:

Qualitative Questions
Official

[9]

DISTRICT	NUMBER OF STORES
Scotland	34
North East England	16
North West	41
London and the Home Counties	81
Central England	97
Southern England	100
Wales	25

Halfords proposes that the bike must, where possible, be handed over in person via a retail outlet, in a ready to ride and fully adjusted condition, helping to maintain the corporate responsibility of the organisation, giving peace of mind to the customer and ensuring that the employee can safely and comfortably ride to work, rather than being delivered to a customer's home address in a part assembled state. For this reason, Halfords are proposing a collection from store process to support this contract.

Qualitative Questions
Official

[9]