

The following tender submissions have been redacted in line with the exemptions allowed under the Freedom of Information Act (FOIA), and in line with the transparency agenda has included discussions with all the awarded suppliers.

The redactions have been made pursuant to:

- Section 40 of the FOIA provides protection of personal information which would not otherwise be available in the public domain. Therefore, in accordance with the Act the personal information has been redacted:
 - Names
 - Photos
 - Roles
 - Experience
 - Skills
- Section 43 of the FOIA provides protection of commercial interests. Therefore, in accordance with the act the following areas and related text/ diagrams have been redacted:
 - Processes
 - Methods & methodology
 - Systems
 - Business terminology
 - Approach
 - Intellectual Property
 - Trade secrets
 - Commercial figures including: rates, fees and savings

The redaction and reasoning is based on the collective agreement with the PSCPs as to what constitutes commercially sensitive information and what could be considered a real and credible threat to their competitive status both within this framework and also when competing in other procurements both in the public sector and in the private sector.

Interserve Redacted Response

E1a) Has an Implementation Plan that describes the steps to be taken

Framework Ready through our Implementation Plan

We have been preparing our Implementation Plan for the ProCure22 Framework for the past [REDACTED] months. We have refined this Plan following receipt of the PQQ and ITT to give you the highest confidence that we will be [REDACTED] for October 2016. [REDACTED]



Figure 1: our Implementation Plan



We understand that ProCure22 is more than just an update to ProCure21+. The NHS is facing huge challenges with Lord Carter's Report/Five Year Forward View and the formation of Sustainable Transformation Plans. Our [REDACTED] have provided valuable insight into new clients. We have been upskilling our teams.

Figure 3: our ProCure22 management team is already in place

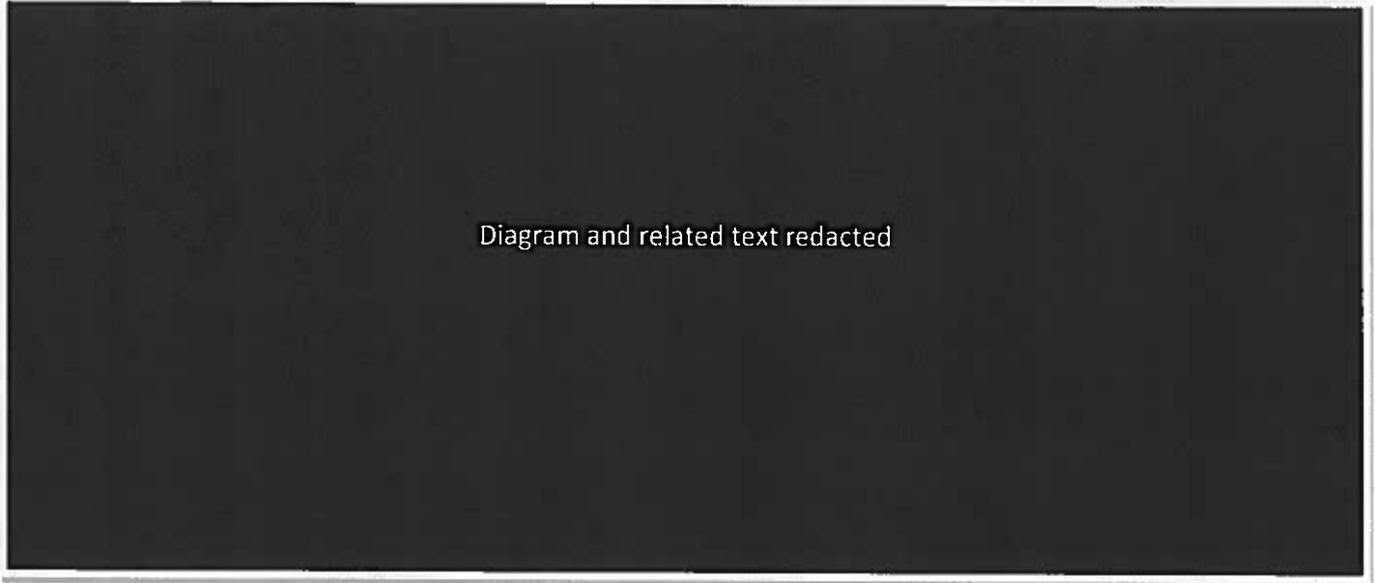
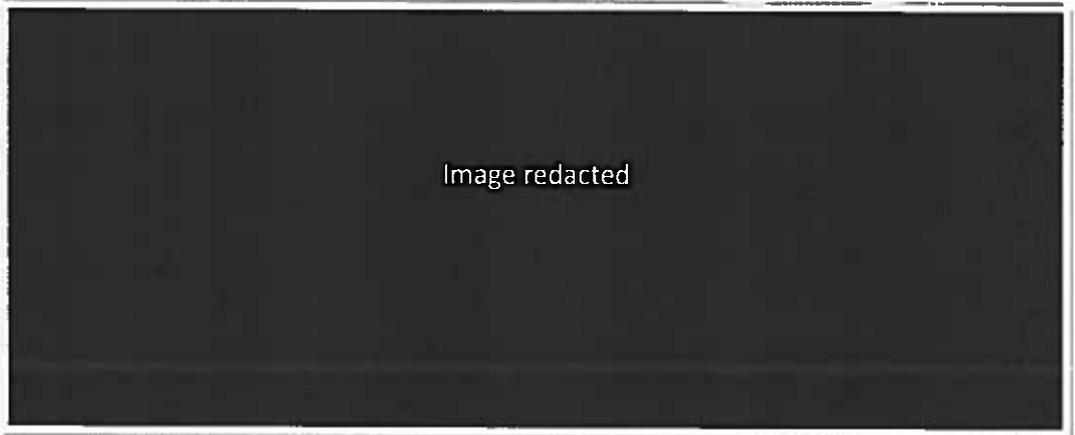


Figure 4: a recent supply chain workshop voting on an issue



Your supply chain engagement over the last two years has been exemplary. You have actively sought our thoughts and together we have developed a compelling ProCure22 offering. True partnering!

Further steps we are taking to be fully Framework Ready by October 2016:

- [Redacted]

Has identified/proposes means of managing delivery risks:

Risk	Mitigation and Plan
[REDACTED]	[REDACTED]

686-words+214-in-graphics

E1b)

1. How we will help shape the *future* development of *current* initiatives

Ever-changing models of care, increasing demand on the service and achieving the Five Year Forward View & Sustainable-Transformation Plans (STPs) require further change across the Health estate – all these reinforce our commitment to drive continuous improvement in this framework.

Figure 5: our [redacted] is as important as scheme delivery, supporting current and future projects/initiatives

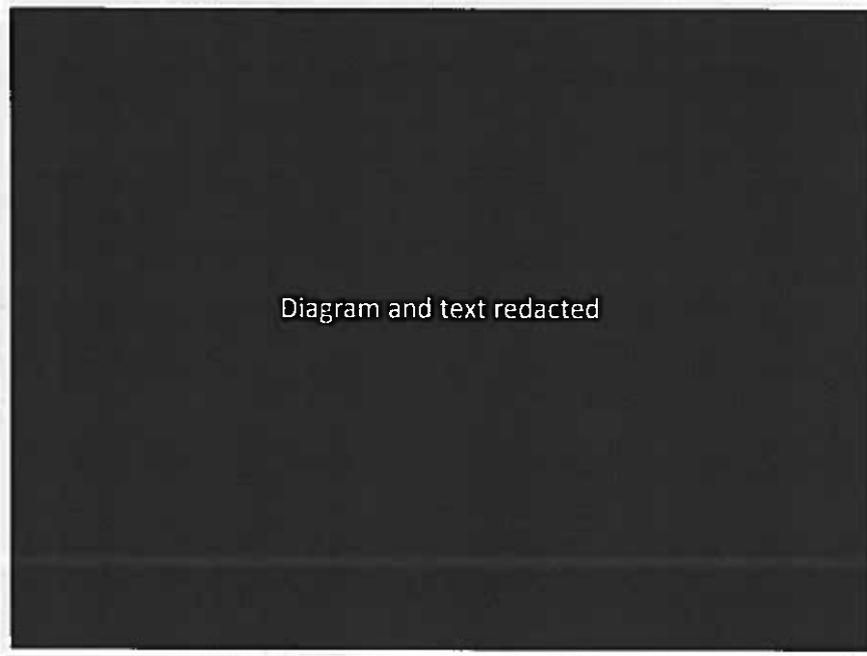


Table 2: we commit a Core Team and champions for each initiative

Requirement	Our improvement champions  
[redacted]	[redacted] 
[redacted]	[redacted] 
[redacted]	[redacted] 
[redacted]	[redacted] 
[redacted]	[redacted] 
[redacted]	[redacted] 
[redacted]	[redacted] 
[redacted]	[redacted] 
[redacted]	[redacted] 

 [redacted] 

Our Chief Executive [REDACTED] has signed-off [REDACTED] supporting GCS and Government-Soft-Landings – improving our delivery through to 2025. [REDACTED]

2. Effectively implement improvement/initiatives across the supply chain

[REDACTED]

Our enhanced Core Team, [REDACTED], will continue to support framework-level initiatives. [REDACTED]

[REDACTED]

Figure 6: [REDACTED] commitment to ProCure22 initiatives



A history of ProCure21/+ supply-chain collaboration

[REDACTED]

Evidence: this has delivered

[REDACTED]

[REDACTED] provide vital governance for embedding initiatives [REDACTED]

[REDACTED]

Table 3: how we will work with suppliers to deliver improvements

Supply-chain initiative	Aim	Evidence/benefit
[REDACTED]	[REDACTED]	[REDACTED]

3. We understand and will contribute to current initiatives

Evidence: Interserve has been at the forefront of current initiatives contributing significantly to the ProCure21+ Cost Reduction Programme cost savings of [REDACTED]

Building on this and future initiatives for ProCure22 will help drive towards Construction 2025 targets.

Table 3: new Core Team members to address [FwkAgmt-Schedule8-Pt4]

[REDACTED]	Shape development to meet technical requirements of [FwkAgmt-Schedule8-Pt4], and the increasing importance of data to the expanding role of the PSCP at estate level/across social care Agree benchmark-data sets and [REDACTED] formats with DH and PSCP peers Share our [REDACTED] to an agreed format within 12 weeks of framework's start
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	<p>Analyse initial data to contribute to the CIP</p> <p>Analyse subsequent data from DH and PSCP peers, recommending further development action to the CIM</p> <p>Maintain contents of the CIP</p>
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Table 4: our key commitments

Current initiative	ProCure22 contribution and commitment
<p>Cost-reduction programme</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>BIM Level 2 and Government Soft Landings</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>Reduction £/m2 build costs</p>	<p>[REDACTED] will agree benchmark standard reports and consistent data sets - [REDACTED]</p> <p>[REDACTED]</p> <p>Benchmark every ProCure22 project, prepare benchmark reports [FwkAgmt-Schedule8-P14]</p>

5. Representing our supply chain to the authority

We understand the DH needs confidence that our suppliers are 'client-ready' and that their values are consistent and aligned to the Framework Agreement.

Delivering learning, consistency, capability

[REDACTED] (established 2003)

[REDACTED] – conduit for the entire supply chain and single voice of authority at Partnership Group as required by [FwkAgmt-Schedule13]

PSCMs are 'back-to back' via Framework Agreement and [REDACTED]

Figure 7: our vision for ProCure22; from occasional collaboration (ProCure21+) to tight integration between PSCPs and shared supply chains

Diagram and related text redacted

Our [REDACTED] further underpin this initiative. When shared with DH and our PSCP peers they will support a fully collaborative, framework-wide organisational structure, as illustrated above.

Figure 8: [REDACTED] has been improved for ProCure22

Diagram and related text redacted

6. Implement improvement/initiatives that deliver improved client outcomes

Our [REDACTED], will drive initiatives through our projects to deliver improved outcomes for clients, year on year.

We will implement the initiatives listed in [FwkAgmt-Schedule2-Pg9] as below:

Initiative	How this will be implemented	Improved client outcomes
Continuous Improvement	[REDACTED]	[REDACTED]
BIM-Level 2	[REDACTED]	[REDACTED]
Fair Payments	[REDACTED]	[REDACTED]
GSL & POE	[REDACTED]	[REDACTED]
Reductions in £m2	[REDACTED]	[REDACTED]
Standardisation	[REDACTED]	[REDACTED]

Interserve identified the benefits of using [REDACTED] in their Expression of Interest. Not only did they incorporate these savings into the GMP, they also delivered a design solution that provides future flexibility and will improve patient outcomes.

E2 a)

INTERSERVE – SECTION C – STANDARD QUESTION RESPONSE TEMPLATE
SUBJECT: STANDARD APPROACH TO PROJECT DELIVERY – RISK
QUESTION: E2A) DESCRIBE HOW YOU WILL MANAGE RISK WHEN DELIVERING PROJECTS UNDER THIS FRAMEWORK AGREEMENT.

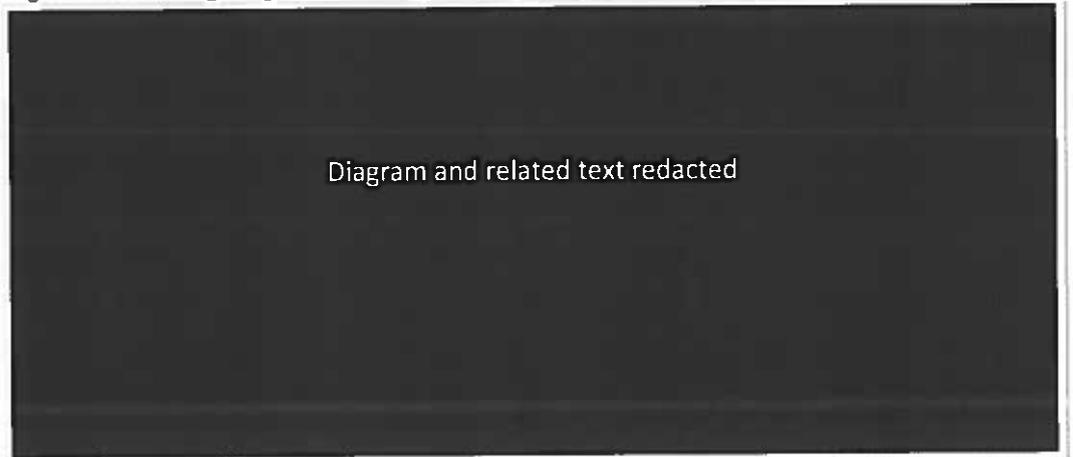
Evaluator-note: this addresses the three response guidance-points, but in a different order.

1. Has a transparent risk-management process

We understand comprehensible risk-management is fundamental in avoiding negative impacts on clinical delivery, patient safety and ProCure22's reputation.

Developed [REDACTED], our robust risk process has been updated to reflect the new ProCure22 client base.

Figure 9: our ongoing risk-management process



We will identify and manage all risks in the ProCure22 Joint Risk Register [FwkAgmt-Schedule-12] which is based on the register we developed with DH for ProCure21/21+.

[REDACTED]

We consider all project risks across the whole team and all stakeholders (patients/clinicians/ suppliers), to effectively manage them.

What we do	Benefits
[REDACTED]	[REDACTED]

What we do	Benefits
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

On every scheme we will appoint a [REDACTED] to help manage the DH ProCure22 risk process [FwkAgmt-NEC3-C-Templ-B-Sect-4]. [REDACTED]

At framework-level [REDACTED] brings experience in [REDACTED]

[REDACTED]

[REDACTED] will ensure:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

We will ensure our people and suppliers and [REDACTED] ProCure22-specific risk-management. [REDACTED]

Has identified standard risks including supply-chain

From SOC to aftercare, most projects share common risks, e.g.:

- [REDACTED]
- [REDACTED]
- [REDACTED]

The ProCure22 Risk Register will identify many common risks and our analysis of project-specific probabilities, impacts and management, incorporating learning from previous projects. [REDACTED]

Table 4: example of common risks

SOC	OBC	FBC	Construction
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

We understand project type significantly affects risk, e.g.:

Evidence: [Redacted]
[Redacted]
[Redacted]

We also consider sector-/project-specific risks e.g. [Redacted]
[Redacted]

Additional client users (e.g. social care/third sectors) and services (master-planning) for ProCure22 will add 'standard' risks, e.g. [Redacted]
[Redacted]

We commit to [Redacted]
[Redacted]  

New risk categories of local health/care economy include:
[Redacted]
[Redacted]
[Redacted]

New clients may introduce additional risk types, through:
[Redacted]
[Redacted]
[Redacted]
[Redacted]

Has proposed means of mitigating risks

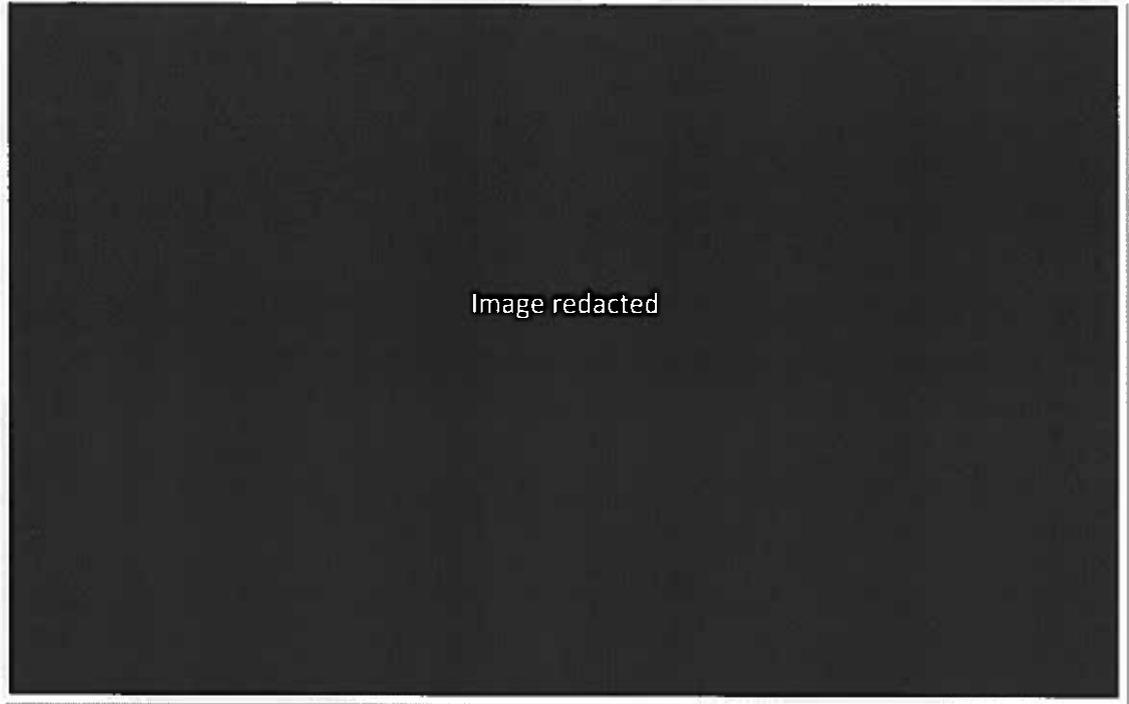
Starting promptly ensures best mitigation strategies. [Redacted] 

We will develop the Risk Register [Redacted]
[Redacted]  
[Redacted], exploring: 
[Redacted]
[Redacted]
[Redacted]

We will use [Redacted] to best mitigate risks.
We will [Redacted]
[Redacted]
[Redacted] 

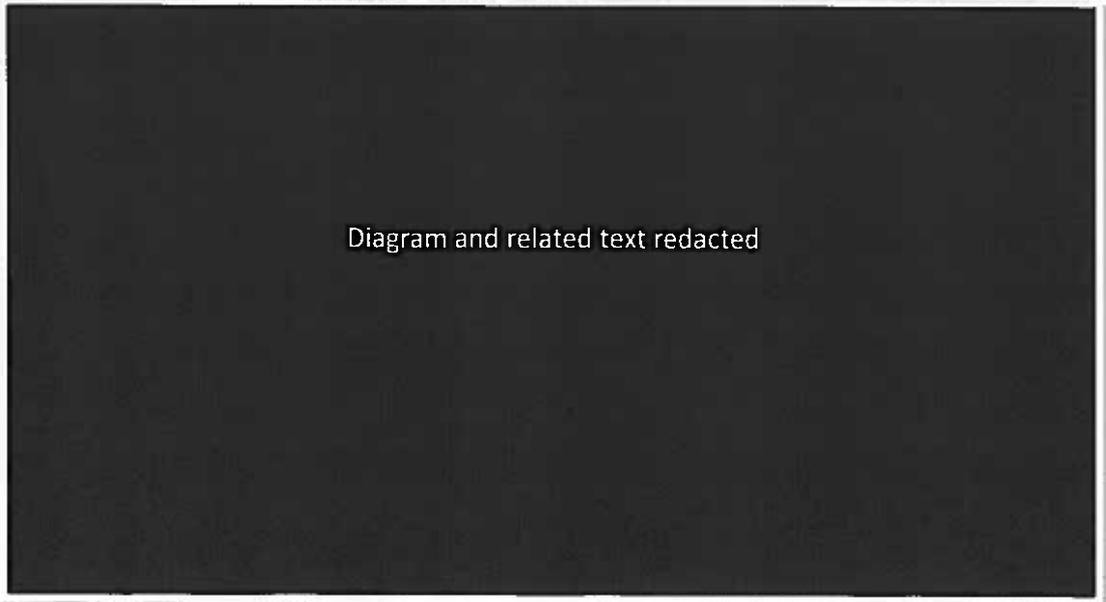
Evidence: [REDACTED] project, informing our design.

Figure 10: complex [REDACTED] supported by risk analysis



We [REDACTED]
[REDACTED]
We will [REDACTED]

Figure 11: our [REDACTED] risk-mitigation process



Evidence: on [REDACTED] no piling contractor would take the settlement risk specified by the [REDACTED], [REDACTED]
[REDACTED]
[REDACTED]

Where cost-effective, we will [REDACTED]
[REDACTED]

We will use NEC3 to manage risk effectively, [REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]

Diagram and related text redacted

Evidence: [REDACTED] ward refurbishment our proactive strategy reduced risk profile [REDACTED].

We measure our success by effective management of ALL stakeholders' risks, not just those assigned to us. We will help Trust/framework-users manage risks, providing supportive training.

E2b)

INTERSERVE – SECTION C – STANDARD QUESTION RESPONSE TEMPLATE
SUBJECT: STANDARD APPROACH TO PROJECT DELIVERY– CLIENT RELATIONSHIP MANAGEMENT
QUESTION: E2B) DESCRIBE HOW THE OVERARCHING RELATIONSHIP WITH CLIENTS WILL BE
MANAGED WHEN DELIVERING PROJECTS UNDER THIS FRAMEWORK AGREEMENT.

[REDACTED]
[REDACTED]
[REDACTED] We commit to helping our busy clients with single points-of-contact and easy access to our knowledge and capabilities.

Supporting successful client relationships

We use [REDACTED] to create supportive relationships from first contact, tailoring each to the individual NHS (or local-authority) client. 



 [REDACTED]

1. Understanding the client base for this Framework Agreement

We bring client understanding from 250+ ProCure21/ProCure21+ health projects – more than any other PSCP has delivered.

We understand that ProCure22 is broader, with new clients such as NHSPS, CCGs, LA, Third Sector, [REDACTED] and NHS PropCos.

We bring [REDACTED] and are actively involved in social-care delivery. This means we are ready for the new ProCure22 client types, reinforcing the need to dissolve barriers between care types.

We have seen steadily reducing client estate resources. That’s why we provide a supportive, easy-to-use service for our health clients.

Evidence: we support diverse clients

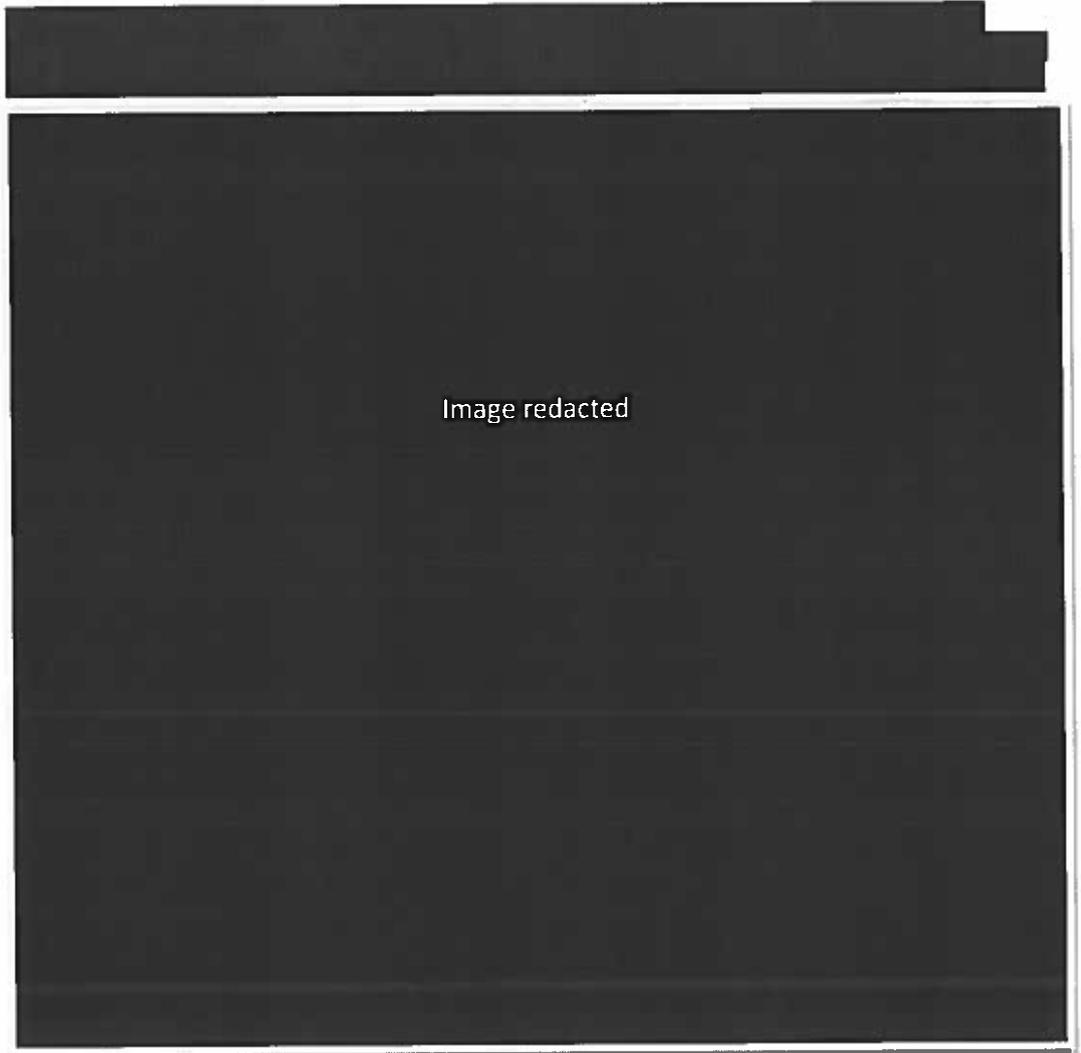
Clinical environment – [REDACTED]

Estate optimisation – [REDACTED]

New service development – [REDACTED]

Rural integrated care – [REDACTED]

We [REDACTED] review of its management model. Subsequently, estate services were delivered with improved consistency, economy, efficiency and effectiveness across the whole estate, **including social care.** 



Collaborative thought leadership-credible Framework improvement 

Throughout 2015/16, Interserve hosted [redacted]
[redacted]
[redacted], other health and social-care sectors, patient/patient-group representatives and our team.

Learning from [redacted]

We recently commissioned [redacted]
[redacted]
[redacted]
[redacted]

[REDACTED]

Our relationship management approach

A named relationship manager for [REDACTED] [REDACTED]

Additional to the scheme Project Manager, this manager will also have health-sector experience.

We will help clients create collaborative solutions that bring value to their organisation, even if this results in no capital project.

[REDACTED] driving new multi-client, whole-health-economy relationships or to support new clients requiring additional relationship help.

We commit to providing a [REDACTED] service through our own teams and extensive supply chain. Our [REDACTED] post-scheme completion.

Table 6: [REDACTED] at each client level

Client	Interaction	Route	Frequency
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

Table 7: [REDACTED] and client benefits

[REDACTED]	[REDACTED]

We have identified some examples of the key interactions we have through our relationship management process, below:

Table 8: managing client relationships 

	What we do	Client benefits
[REDACTED]	[REDACTED]	[REDACTED]

	What we do	Client benefits
[Redacted]	[Redacted]	[Redacted]

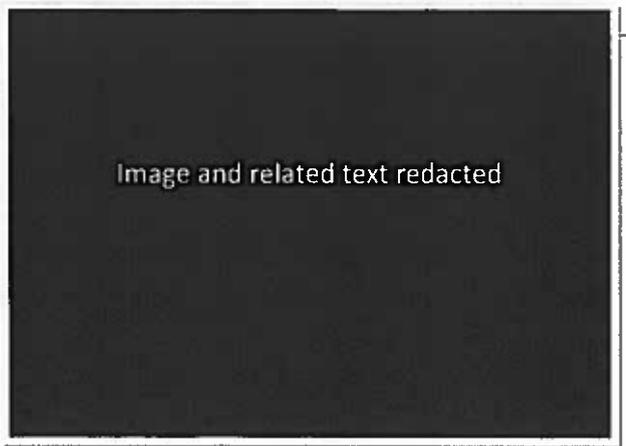
Together with our initial [Redacted], driving continuous improvement in client service and relationships. [Redacted]

[Redacted] – our [Redacted] brings [Redacted] ProCure21+ [Redacted] projects together through an estates [Redacted]. This creates an overarching relationship, ensuring hospital-level project and programme integration. [Redacted]

[Redacted] outcomes. [Redacted]

[Redacted] – we trained the Trust Estates team in applying BIM. [Redacted]

Figure 14: helping clients understand BIM capabilities



Integrating the supply chain in clients' eyes

PSCP-to-PSCM-to-SCM integration

To bring our clients consistent service regardless of scale or location, we [REDACTED] within our framework-governance structure. This ensures PSCMs and SCMs act 'as one', managed through our [REDACTED].

Figure 15: our governance [REDACTED]

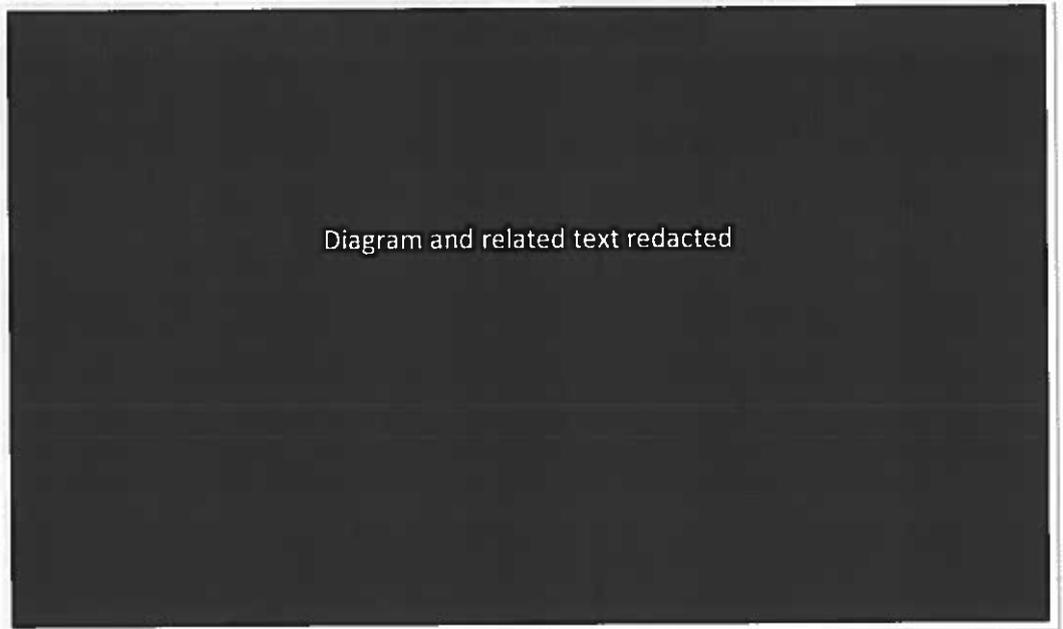
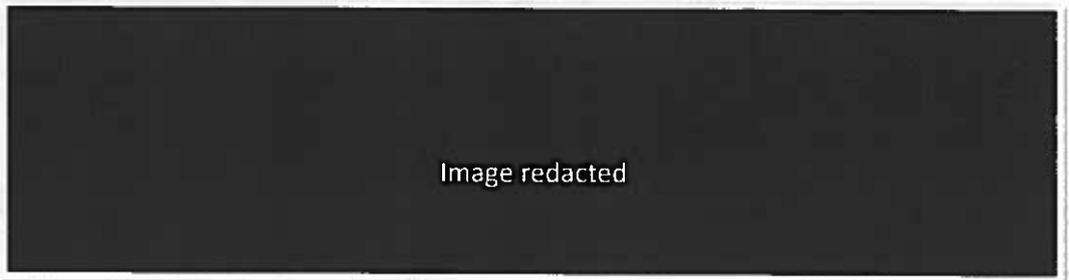


Table 9: our commitments for supply-chain (SC) integration

What we will run...	How it supports our team	Client benefit
PSCP-PSCM-SCM		
[REDACTED]	[REDACTED]	[REDACTED]

What we will run...	How it supports our team	Client benefit
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

Figure 16: Interserve PSCM discussion around supporting social care under new ProCure22 model



E2 c)

INTERSERVE – SECTION C – STANDARD QUESTION RESPONSE TEMPLATE
SUBJECT: STANDARD APPROACH TO PROJECT DELIVERY – PRE-CONSTRUCTION
QUESTION: E2C) DESCRIBE YOUR STANDARD APPROACH TO PROJECTS UNDER THIS FRAMEWORK, OVER THE PRE-CONSTRUCTION PHASE.

We have created a [REDACTED]
building on our experience in ProCure21/21+; [REDACTED]
[REDACTED]

1. Has methods for ensuring delivery on bid promises

We transfer all [REDACTED]
[REDACTED] , clearly defining PSCP/PSCMs/SCMs' roles/responsibilities to discharge these on all projects.

[REDACTED]

At scheme level, we will [REDACTED]
[REDACTED]

We will [REDACTED]

2. Has a project-management approach

Drawing down from our 'client-ready' pool of resources, we match capability and capacity to each project.

We then manage [REDACTED]
[REDACTED]

[REDACTED]

Diagram and related text redacted

Our ProCure22 [redacted] through:

[redacted]
[redacted]
[redacted]
[redacted]
[redacted]

[redacted] project management toolkits
[redacted]
Diagram and related text redacted
[redacted]

Our [redacted]
[redacted] includes [redacted]
[redacted]

Our Core Team will [redacted]
[redacted]

Risk mitigation is most effective [redacted]

Our success in achieving GMPs under ProCure21+ linked to our proactive risk management throughout pre-construction [FwkAgmt-TempB-12.17].

We describe our approach more fully in E2a. [redacted]
[redacted]

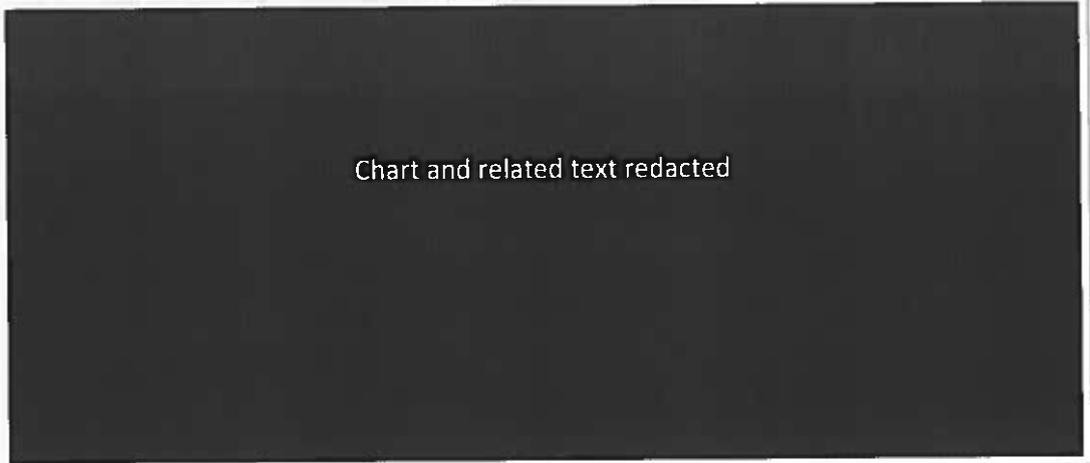


Chart and related text redacted

BIM & GSL start at pre-construction

As the first main contractor accredited to BIM Level 2, we already deliver ProCure21+ projects to this standard, helping clients:

Understand BIM & GSL [REDACTED]

Figure 20: designing [REDACTED] using BIM Level 2

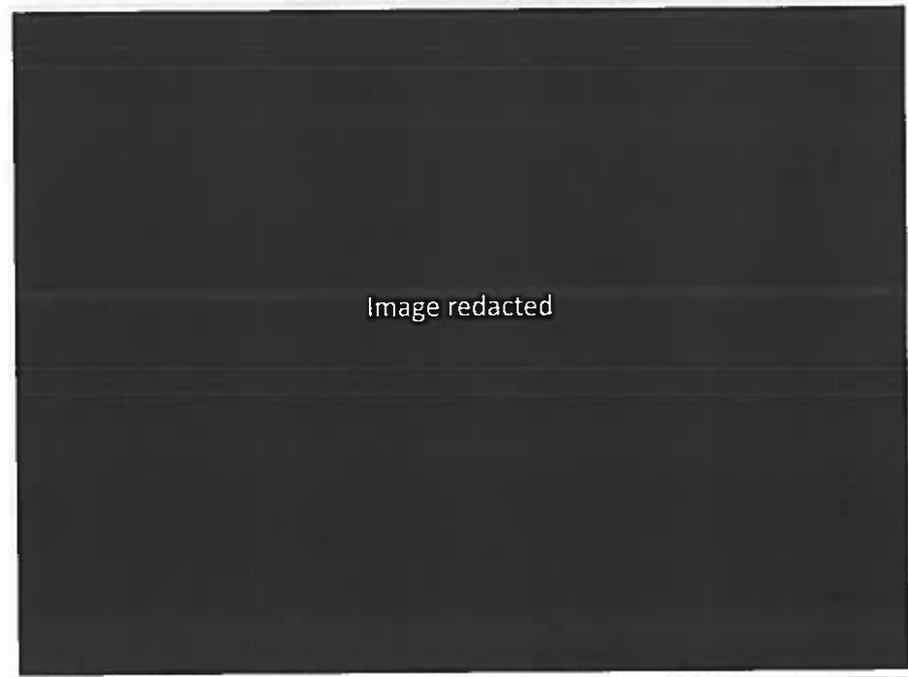
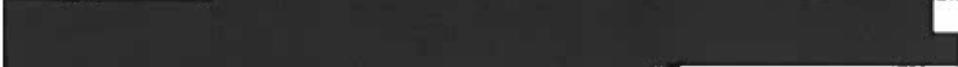


Image redacted

Interserve identified the benefits of [REDACTED] in their Expression of Interest. Not only did they incorporate these savings into the GMP, they also delivered a design solution that provides future flexibility and will improve patient outcomes.

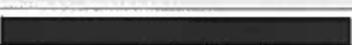
3. Manages stakeholder engagement

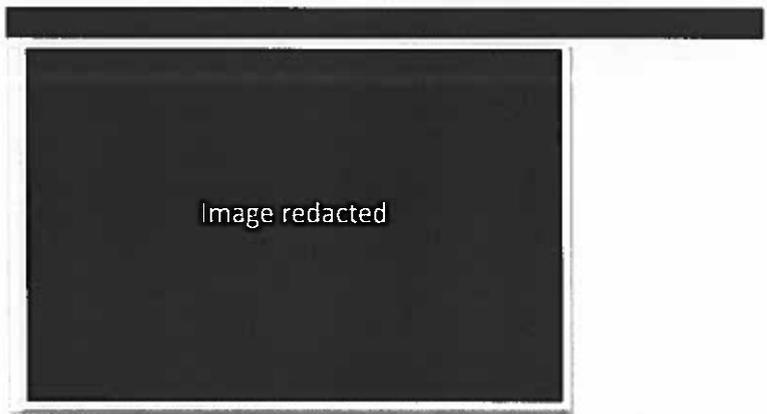
Every scheme 

 identifying:

- 
- 
- 

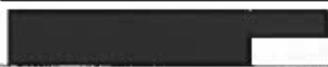



Table 10 

Tools <input checked="" type="checkbox"/>	Benefits
	
	
	
	
	
	
	



We  contribute to pre-construction design reviews, as on ProCure21+

Engagement	Improvement
	
	

We manage/monitor [REDACTED]



[REDACTED]
ProCure21/21+

fully audited under

Preconstruction phase undertaken on programme and within allocated budget.

E2 d)

INTERSERVE – SECTION C – STANDARD QUESTION RESPONSE TEMPLATE
SUBJECT: STANDARD APPROACH TO PROJECT DELIVERY – CONSTRUCTION
QUESTION: E2D) DESCRIBE YOUR STANDARD APPROACH TO PROJECTS UNDER THIS
FRAMEWORK, OVER THE CONSTRUCTION PHASE.

Having converted more ProCure21/21+ schemes to Construction than any other PSCP [REDACTED]

[REDACTED]

1. Has a quality management approach

Our project quality management approach [REDACTED]

Figure 22: [REDACTED] constantly improving our service for



Our standard construction delivery approach...



Figure 23: our process

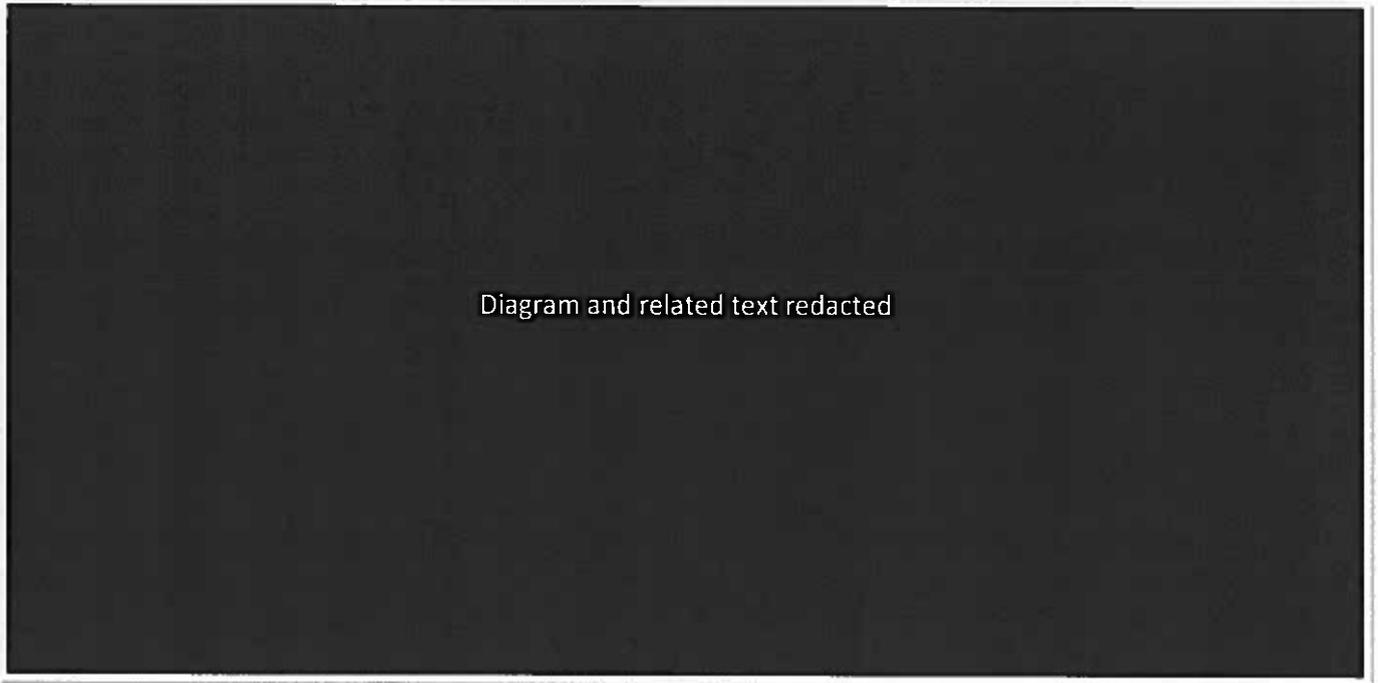
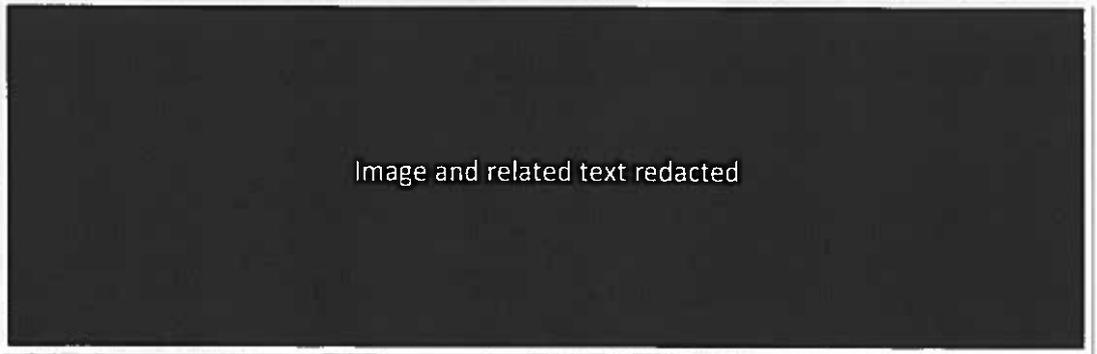


Figure 24: screenshot from



Our ProCure22



, it includes:

[Redacted text block]

[Redacted text block]

[Redacted text block]

We provide effective project governance to manage quality on each project

[Redacted text block]

Diagram and related text redacted

Our PSCP Core Team will [Redacted text block]

2. Understands 'defects-free'

Defects-free [REDACTED]

[REDACTED] by:

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Diagram and related text redacted

What we do

How it achieves defects-free

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Evidence:

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

Image redacted

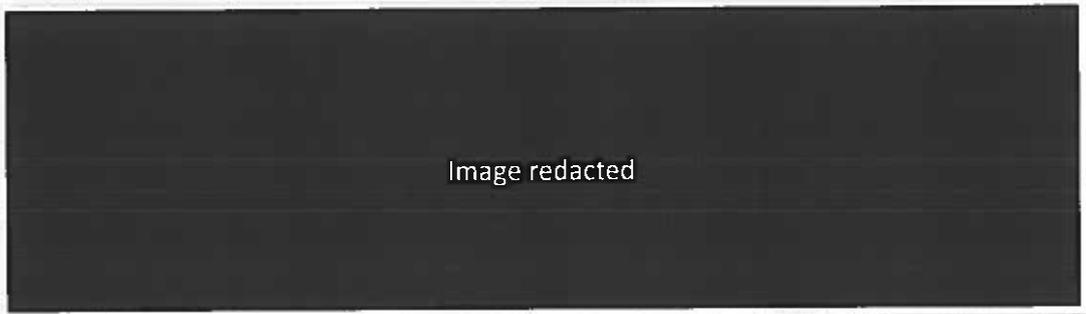
- *Most impressive is the approach to quality and removal of defects.*

3. Manages stakeholder engagement

Our [REDACTED]
[REDACTED]

What we do <input checked="" type="checkbox"/>	How it engages stakeholders
[REDACTED]	[REDACTED]

[REDACTED]



4. Will identify value for money (VFM) opportunities

We will [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Evidence: at [REDACTED] we established a position for valves that allows access without need for stepladders, saving [REDACTED] per year.

5. Manages disputes

We fully support the ProCure22 dispute resolution procedure [FwkAgmt-Schedule16] and create [REDACTED]

[Redacted]

What we do	How it minimises disputes
[Redacted]	[Redacted]

Evidence: a neighbour of [Redacted] employed professional construction experts to challenge night-time concrete-pouring. Inviting him to site, we explained our methodology/plans. He went away satisfied we were doing everything possible to minimise disruption and the project team continued to keep in touch.

6. Has change-management expertise

[Redacted] [FwkAgmt-NEC3-C-Templ-B- CI13.4&13.5]

What we do	How it supports change management (VfM)
[Redacted]	[Redacted]

Evidence: at [Redacted], our change management processes ensured a late change to the Trust MRI supplier did not impact on programme, protecting £[Redacted] of Trust revenue.

7. Understands the client base

We understand ProCure22 has a broader client base, which now includes clients such as NHSPs, CCGs, LA, third-sector organisations, [Redacted] and NHS PropCos.

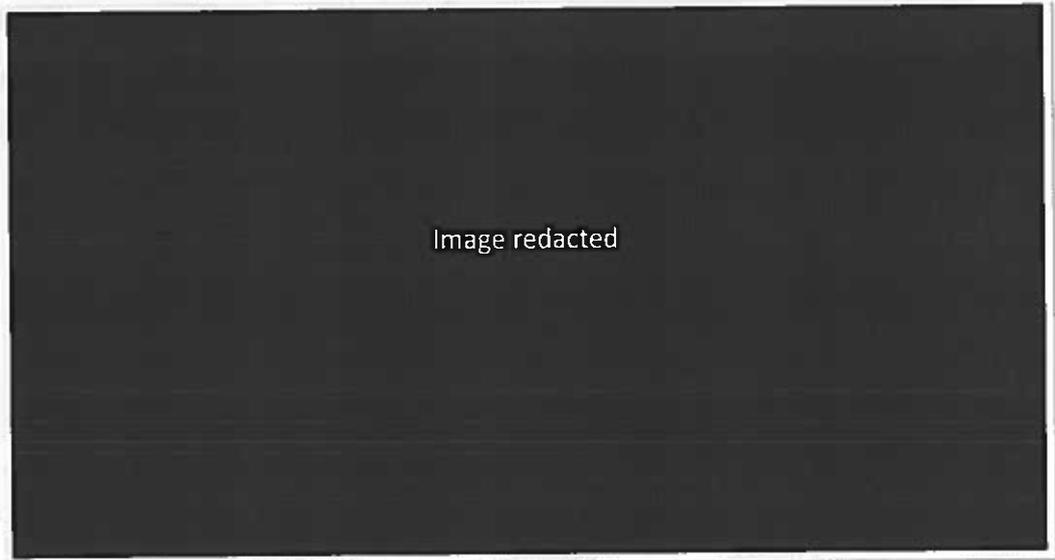
[Redacted]

Evidence: we [REDACTED]
[REDACTED]

8. Has systems to monitor programme and cost

We produce fully [REDACTED] [FwkAgmt-
NEC3-C-Templ-B- C19].

We manage and monitor our overall performance [REDACTED]
[REDACTED]



What we do

How it assures programme

[REDACTED]	[REDACTED]

[REDACTED]

Evidence: at [REDACTED], a prefabricated lift shaft removed dependency from main frame, enabling fit-out to start six weeks earlier.

Our cost-management procedures aligned to the ProCure22-NEC3 contract have optimised more than 250 projects since the start of ProCure21 [FwkAgmt-NEC3-C-Templ-B- Proformas-9B&9C].

E2 d)

INTERSERVE – SECTION C – STANDARD QUESTION RESPONSE TEMPLATE
SUBJECT: STANDARD APPROACH TO PROJECT DELIVERY – CONSTRUCTION
QUESTION: E2D) DESCRIBE YOUR STANDARD APPROACH TO PROJECTS UNDER THIS
FRAMEWORK, OVER THE CONSTRUCTION PHASE.

We report cash flow with

[REDACTED]

We

[REDACTED]

Chart and related text redacted

- *The approach taken by Interserve has been exemplary: from the initial design work, through the project planning arrangements and ultimately the delivery of an extremely high quality product being delivered to time and within budget.*

[REDACTED]

E2 e)

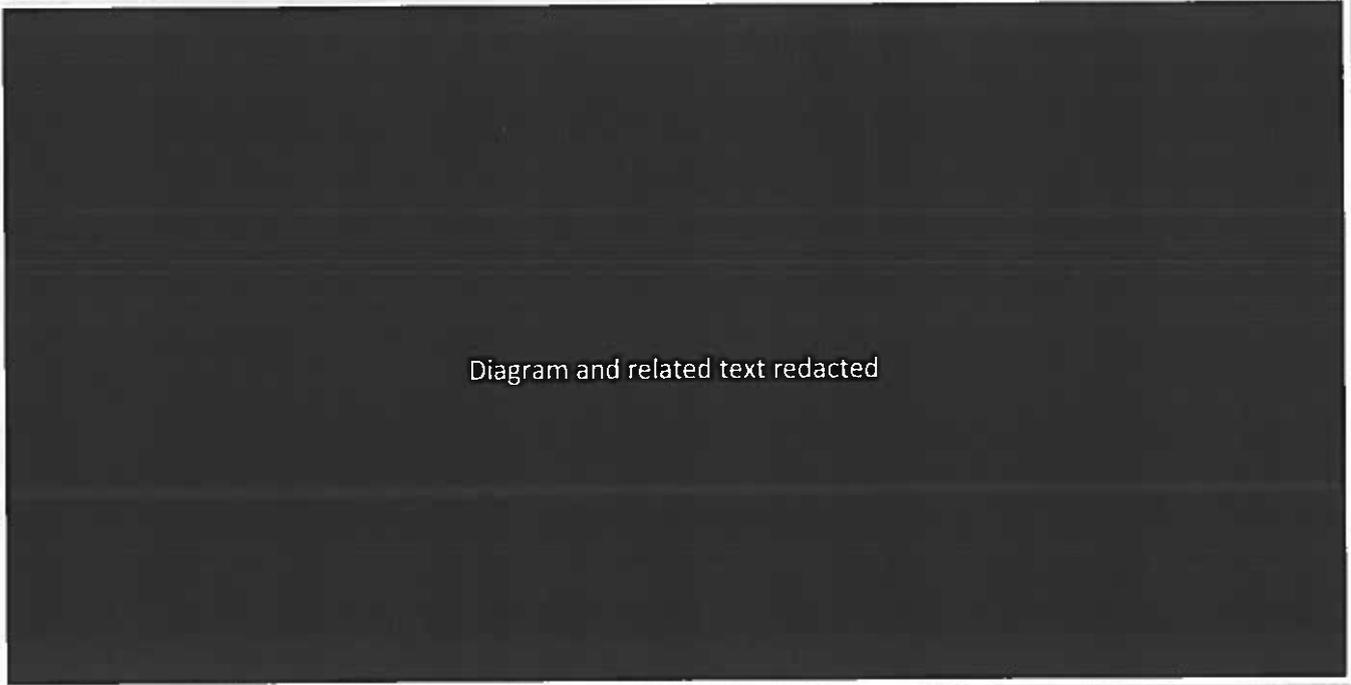
INTERSERVE – SECTION C – STANDARD QUESTION RESPONSE TEMPLATE
SUBJECT: STANDARD APPROACH TO PROJECT DELIVERY – POST-CONSTRUCTION
QUESTION: E2E) DESCRIBE YOUR STANDARD APPROACH TO PROJECTS UNDER THIS
FRAMEWORK, OVER THE POST-CONSTRUCTION PHASE.

We will achieve defects free handover [REDACTED]
[REDACTED]
[REDACTED]

1. Has a quality-management approach

Our [REDACTED] approach

Figure 26: our [REDACTED]



Our ProCure22 [REDACTED] supports project level quality, including 'defect-free'

Addressing the full Framework Agreement requirements, it is:

[REDACTED]
[REDACTED]
[REDACTED]

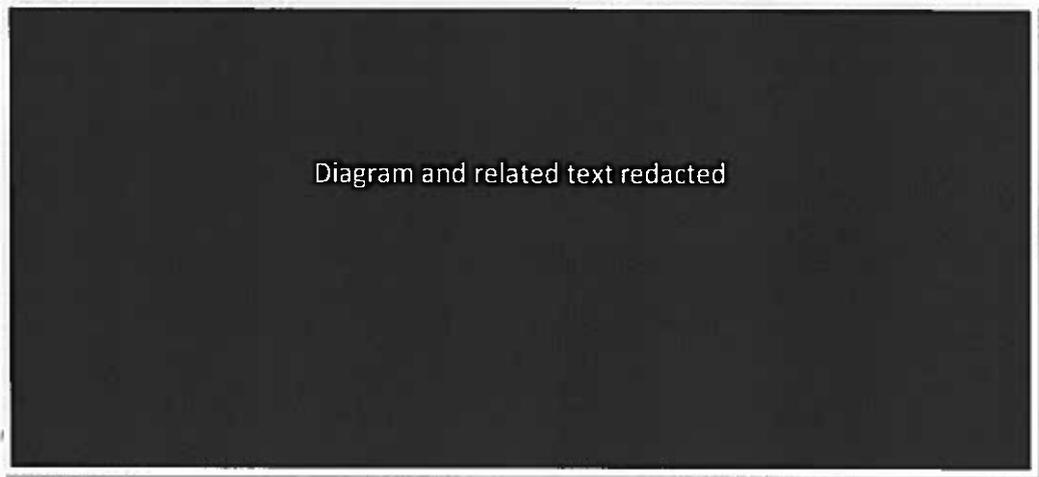
[REDACTED]

On each project we [REDACTED] to achieve 'defects free delivery' including:

[REDACTED]

We know that, even after we have handed over a defects free facility [FwkAgmt-Temp-B-Sect 3-1.2], stretched estates teams need support and training to ensure a facility functions well from day one.

Our ProCure22 approach is to [REDACTED]



[REDACTED]	[REDACTED]
What we do 	Client benefits
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]	[REDACTED]
What we do 	Client benefits
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

 [REDACTED]

We will [REDACTED] to improve future client schemes. [REDACTED]

2. Achieving defects free post-construction

[REDACTED]

Diagram and related text redacted

Table 11: ensuring users get the most from their buildings

What we do [REDACTED]	Benefits
[REDACTED]	[REDACTED]

Because client benefits will [REDACTED]

Evidence: our ProCure21+ KPIs for defects show consistently excellent scores over the last 6 years

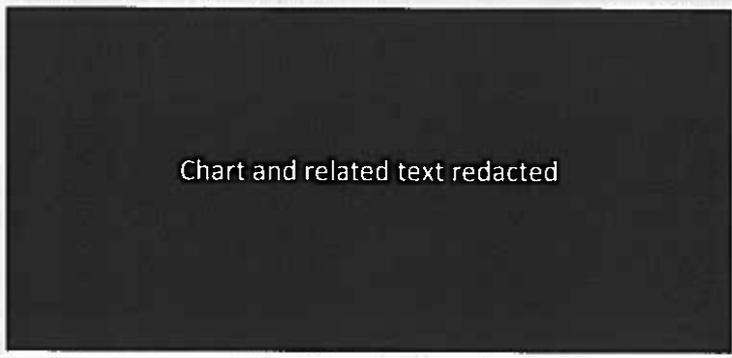
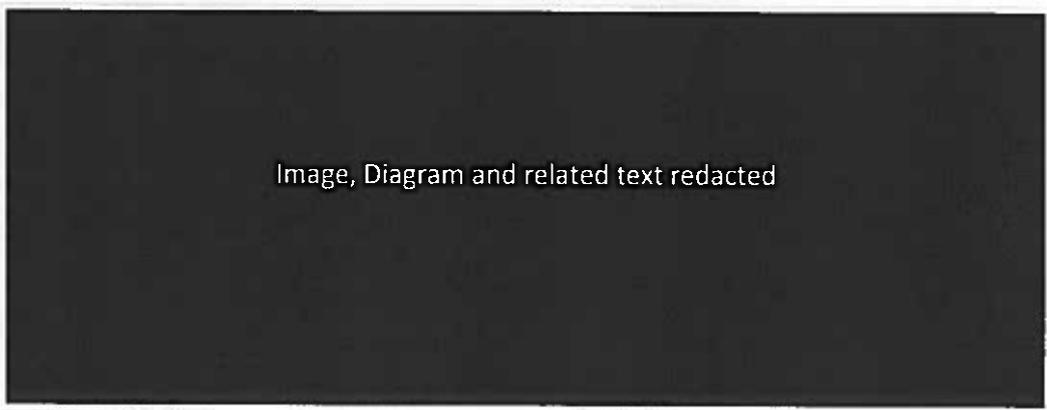


Chart and related text redacted



Image, Diagram and related text redacted

3. Understanding impacts and resolving defects

We know that in clinical environments defects can increase disruption, infection, and patient stress. [Redacted]

We will [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

NICHOLAS PHILLIPS
HEAD OF ESTATES AND FACILITIES
SWYPFT

4. Managing stakeholder engagement post-construction

We [Redacted]

What we do <input checked="" type="checkbox"/>	Stakeholder benefits
[Redacted]	[Redacted] <input checked="" type="checkbox"/>
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted] <input checked="" type="checkbox"/>
[Redacted]	[Redacted]

5. Effective handover protocols

How we deliver [Redacted]

Clients/end-users:

[Redacted]

What we do <input checked="" type="checkbox"/>	Stakeholder benefits
[Redacted]	[Redacted]

What we do 

Stakeholder benefits

What we do 	Stakeholder benefits
	

E3 a)

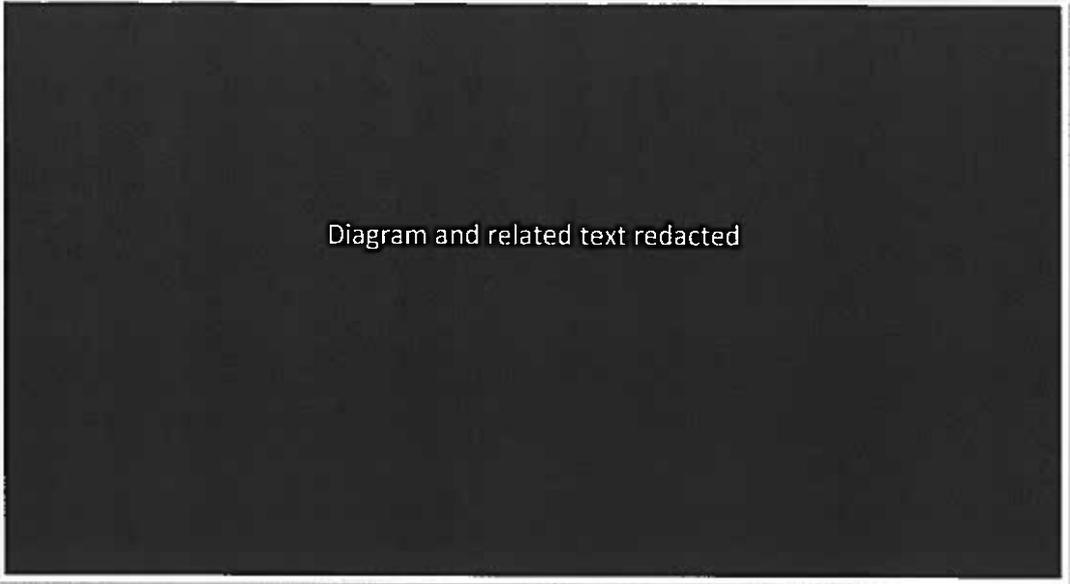
INTERSERVE – SECTION C – STANDARD QUESTION RESPONSE TEMPLATE
 SUBJECT: INTERNAL AND SUPPLY CHAIN MANAGEMENT – MAINTAINING STANDARDS
 QUESTION: E3A) PLEASE DESCRIBE HOW YOU WILL ENSURE THAT APPROPRIATE STANDARDS
 ARE MAINTAINED IN RELATION TO REPORTING, QUALITY, COST CONTROL, H&S AND
 OCCUPATIONAL HEALTH.

1. Has an understanding of Specification and Framework Agreement

We have thoroughly reviewed the Specification and Framework Agreement, identifying Management Plans required - some are identified below:

Requirement	Clause Addressed
Reporting	FwkAgmt-Schedule8-Pt2
Quality	FwkAgmt-Schedule8-PM2/4 FwkAgmt-Schedule4-SA12.5 FwkAgmt-Schedule4-SA5.3
Cost Control	FwkAgmt-Schedule2-Spec&Schedule8 FwkAgmt-Schedule4-SA12.11 FwkAgmt-Schedule4-SA12.12
H&S & OH	FwkAgmt-Schedule4-SA12.2 FwkAgmt-Schedule4-SA4.4

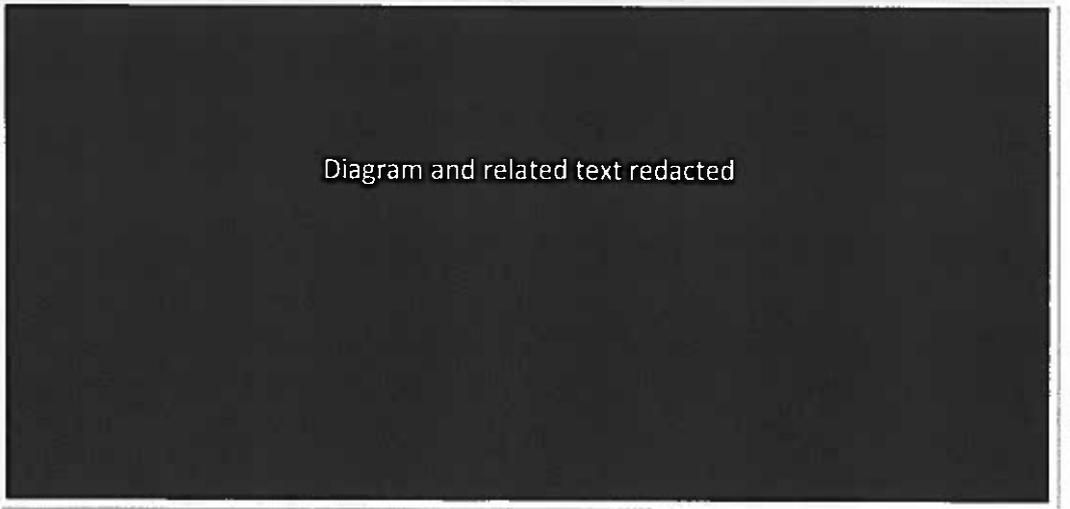
[Redacted content]



2. Will establish appropriate standards

Our Core Team will ensure that appropriate standards are established, maintained and improved throughout the Framework and our whole supply-chain.

Building upon our established ProCure21+ team, [REDACTED] has strengthened our Core Team to enhance [REDACTED]



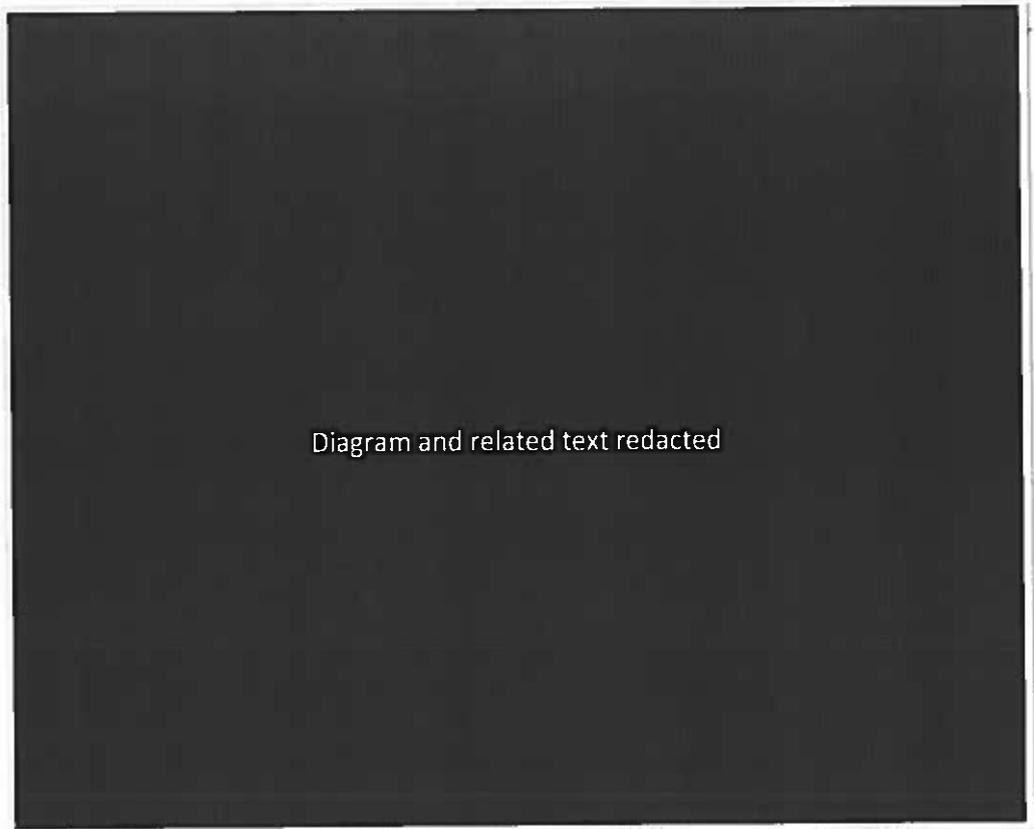


Diagram and related text redacted

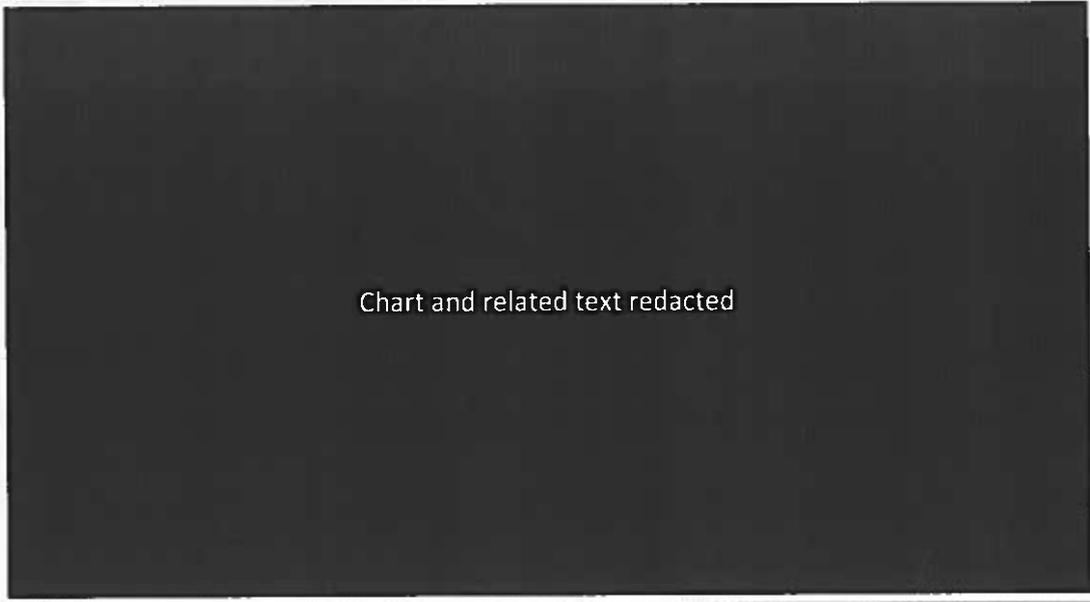
This extract of key standards from [redacted] illustrates [redacted]

What			Who
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]

What			Who	
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]
[REDACTED]			[REDACTED]	[REDACTED]

Evidence: every year since 2010 we have bettered ProCure21+ PSCP Accident Incident Rate KPI



3. Has an approach to data integrity and protection

We understand ProCure22 will make far greater demands on centralised data [REDACTED] as this is key to Continuous Improvement. That's why we have invested in:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Diagram and related text redacted

[REDACTED]

4. Has a quality assurance approach

Our ISO9001 certified QA procedures and processes [REDACTED] ensure standards are consistent, maintained and improved.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Figure 34: our accredited assurance includes



▪ *I cannot emphasise how refreshing it is to be involved with an organisation which, from the start, was anxious to provide a better outcome than we had requested - under timescale and under budget.*

[REDACTED]

5. Has monitoring mechanisms in place

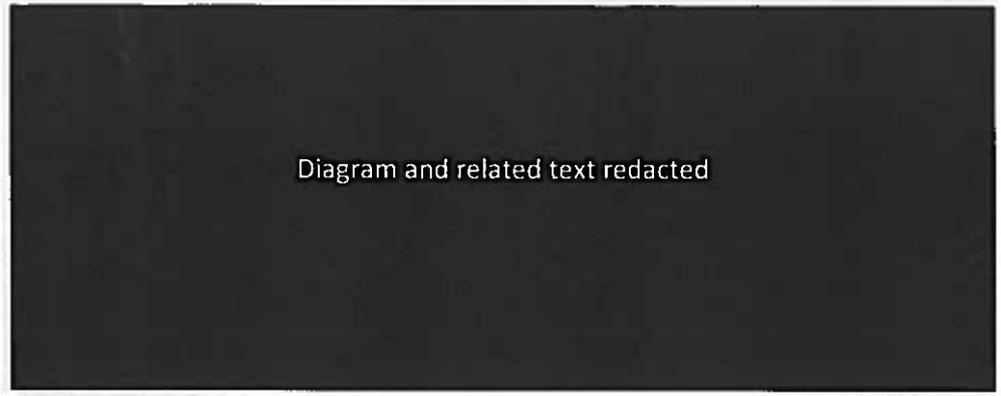


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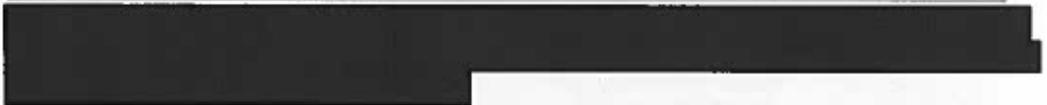


Diagram and related text redacted

For ProCure22, we will enhance this monitoring through [redacted]

[redacted]

[redacted]

E3 b)

INTERSERVE – SECTION C – STANDARD QUESTION RESPONSE TEMPLATE
SUBJECT: INTERNAL AND SUPPLY CHAIN MANAGEMENT – TRAINING & DEVELOPMENT
QUESTION: E3B) SUBMIT A TRAINING & DEVELOPMENT PLAN THAT DESCRIBES YOUR APPROACH AND DELIVERABLES

1. Will ensure necessary people have the necessary knowledge

Our ProCure22 [redacted] builds on our previous learning - further upskilling our strong health framework teams.

[redacted]
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]



[REDACTED]							
[REDACTED]		[REDACTED]				[REDACTED]	[REDACTED]
[REDACTED]							

[REDACTED]	<input type="checkbox"/>						
[REDACTED]	<input type="checkbox"/>						
[REDACTED]	<input type="checkbox"/>						
[REDACTED]	<input type="checkbox"/>						

[REDACTED]	<input type="checkbox"/>						
[REDACTED]	<input type="checkbox"/>						
[REDACTED]	<input type="checkbox"/>						
[REDACTED]	<input type="checkbox"/>						
[REDACTED]	<input type="checkbox"/>						
[REDACTED]	<input type="checkbox"/>						
[REDACTED]	<input type="checkbox"/>						

[REDACTED]	<input type="checkbox"/>						
[REDACTED]	<input type="checkbox"/>						
[REDACTED]	<input type="checkbox"/>						
[REDACTED]	<input type="checkbox"/>						

[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							

[REDACTED]

We anticipate training [REDACTED] based on [REDACTED] revenue/year and [REDACTED] in training cost. [REDACTED]

Chart and related text redacted

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Evidence: [REDACTED]

[REDACTED]

- *We really appreciated Interserve's training* [REDACTED]

[Redacted]

2. Has a plan to ensure continuity and consistency

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

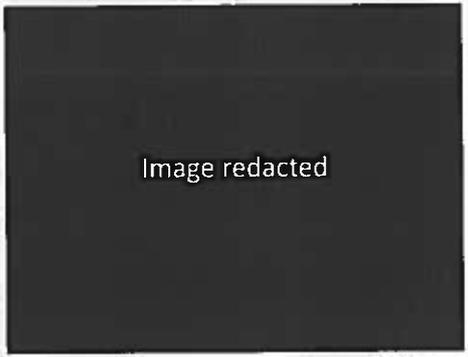
Diagram and related text redacted

[Redacted]

[Redacted]

[Redacted]

[Redacted]



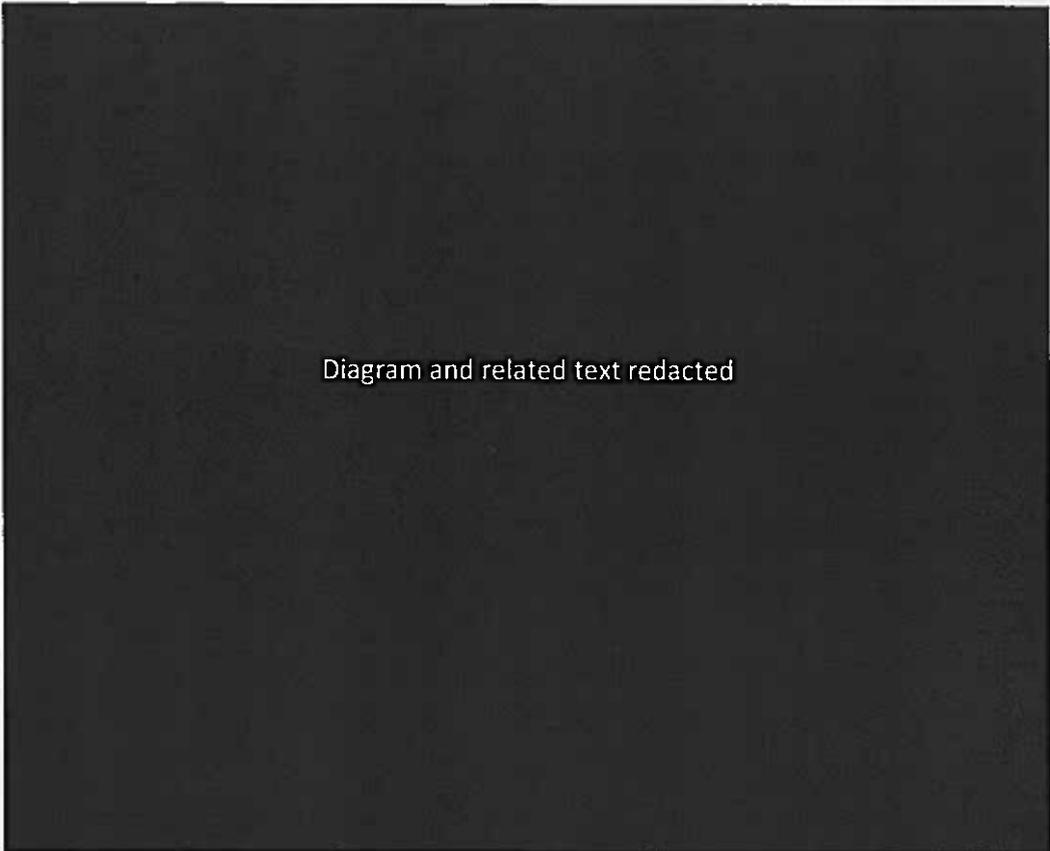


Diagram and related text redacted

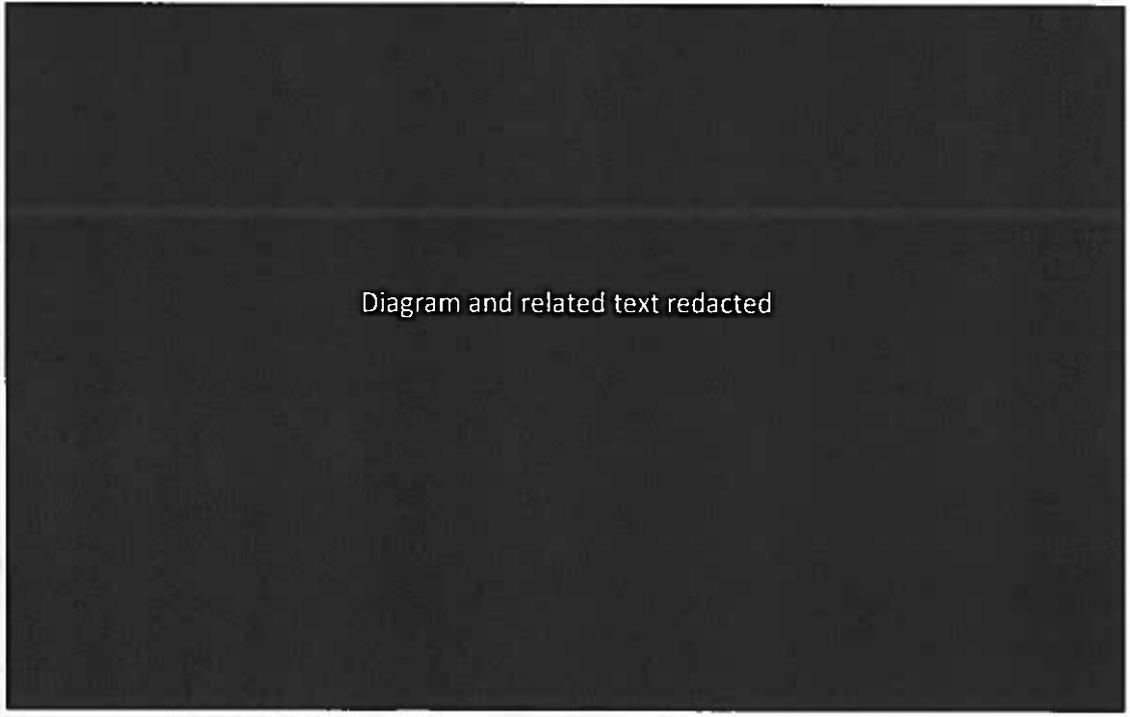


Diagram and related text redacted

3. How PSCP and supply chain plans combine

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4. Has made a commitment to apprenticeships

We will achieve [REDACTED]

We propose:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] of our workforce will be apprentices, sponsored students or graduate programmes, in line with the Gold Standard in PPN 14/15 – Supporting Apprenticeships and Skills. [REDACTED]

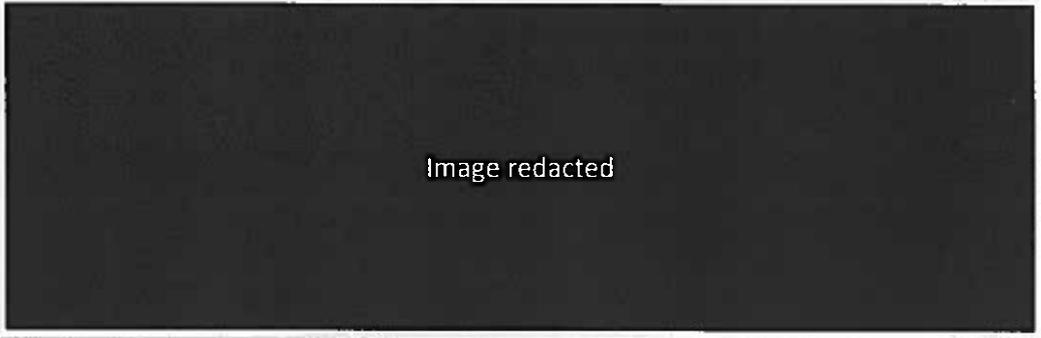
[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

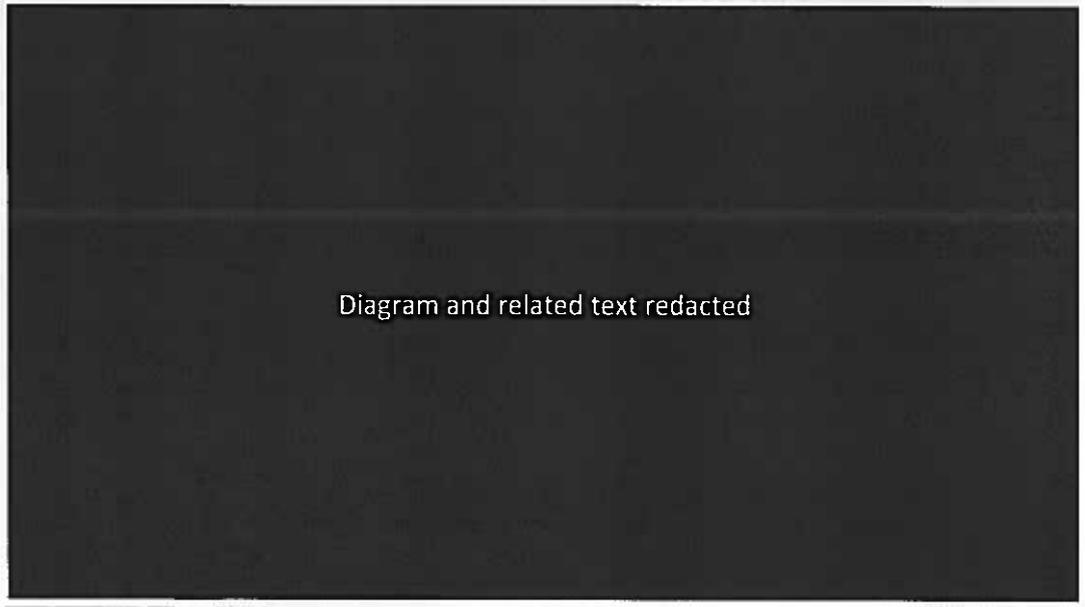
[Redacted]

[Redacted]

Evidence: we are supported by [Redacted]
[Redacted]
[Redacted]



[Redacted]



[Redacted] currently delivers our national apprenticeship programme and has a 100% retention rate.

We are [Redacted]

We will commit to 



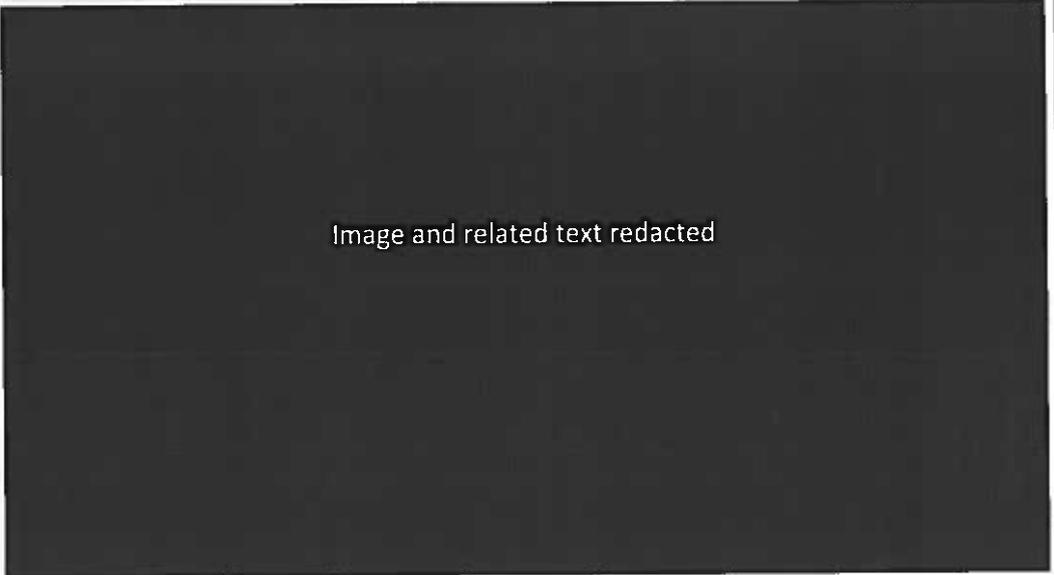


Image and related text redacted

E3 c)

INTERSERVE – SECTION C – STANDARD QUESTION RESPONSE TEMPLATE
SUBJECT: INTERNAL AND SUPPLY CHAIN MANAGEMENT – SUPPLY CHAIN RELATIONSHIP
QUESTION: E3C) PLEASE DESCRIBE HOW THE RELATIONSHIP WITH THE SUPPLY CHAIN
PARTNERS/MEMBERS WILL BE MANAGED THROUGHOUT THE LIFE OF THE FRAMEWORK
AGREEMENT TO ENSURE THE DESIRED OUTCOMES

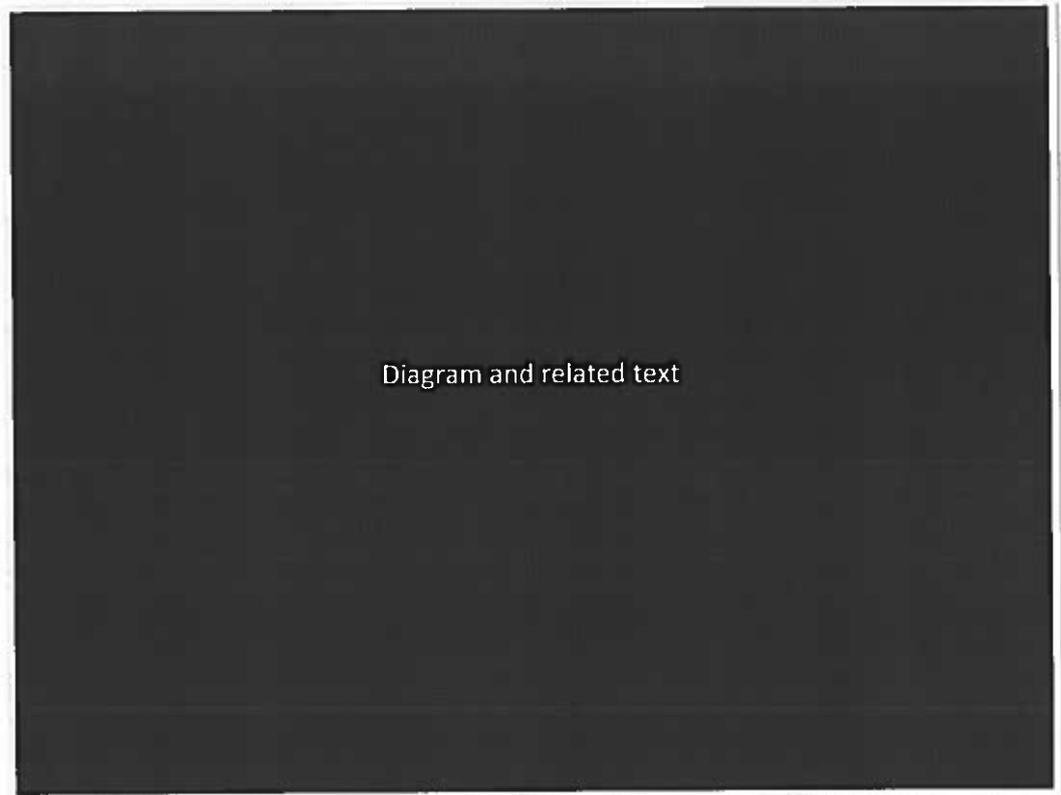
1. Will develop and maintain sustainable supply chains

We understand that supply-chain management (SCMg) is at the heart of effective performance throughout ProCure22. That's why we invested more than 14-years developing relationships to build a national, sustainable supply chain for healthcare.

- *We enjoy the working relationship with Interserve as PSCP over and probably above any other on the current Framework. This stems from the generally open nature and strength of the relationship.*

[REDACTED]

How we will deliver and maintain our supply chain



[Redacted text block]

Table 14: we are improving each aspect of our Supply-Chain relationships for ProCure22

Works well already	For ProCure22 we will:	Benefits
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]

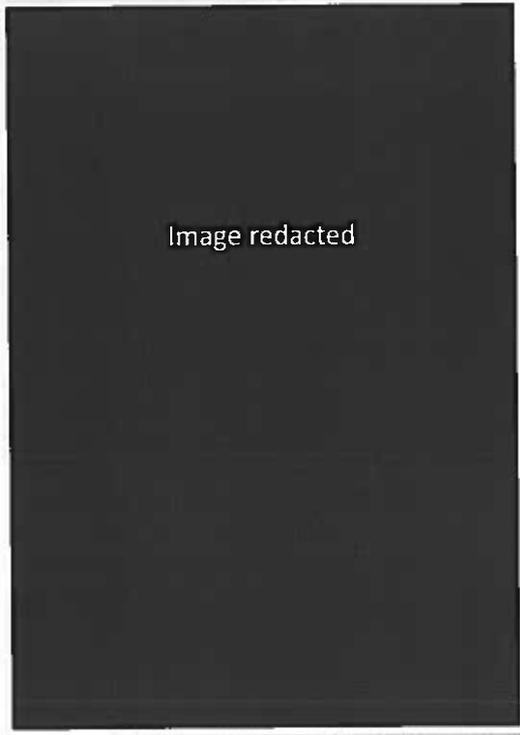
Works well already	For ProCure22 we will:	Benefits
[REDACTED]	[REDACTED] ✓	[REDACTED]
[REDACTED]	[REDACTED] ✓ [REDACTED] ✓	[REDACTED]
[REDACTED]	[REDACTED] ✓	[REDACTED]
[REDACTED]	[REDACTED] ✓ [REDACTED] ✓	[REDACTED]
[REDACTED]		
[REDACTED]	[REDACTED] ✓ [REDACTED] ✓ [REDACTED] ✓	[REDACTED]
[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED] ✓	[REDACTED]
[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED] ✓ [REDACTED] ✓	[REDACTED]
[REDACTED]		

☑ [REDACTED]

How will we maximise our supply chain's sustainability?

Interserve's [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

Figure 45:



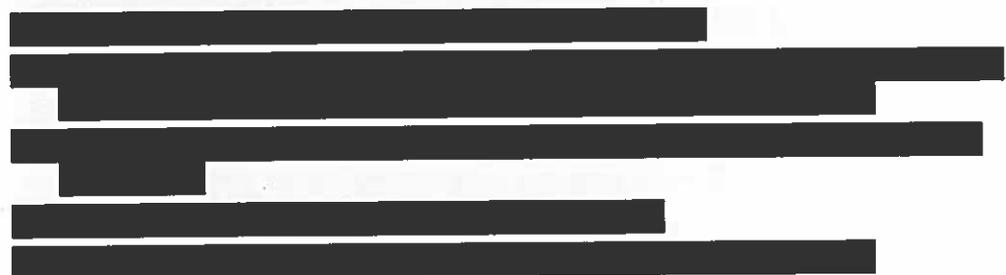
We will support and develop SMEs in various ways
We are already a leader in working with SMEs.

Over [redacted] by volume and [redacted] by value of our subcontracted work goes to SMEs.

- *Interserve has proved to be consistently open and fair with their subcontract payments. This gives us confidence, making them one of our most important customers.*



We will promote SME use by :



[REDACTED]:

Evidence: employees of [REDACTED] firms were laid-off from lack-of-work. We helped them establish their own businesses, providing training and support, paying them fortnightly and buying materials directly [REDACTED] [REDACTED] are now established Interserve suppliers, having grown from 12 employees in 2009 to 35 today.

2. Will facilitate transparency and open-book processes

We will facilitate transparency through:

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- *Due to Interserve's helpful, fair approach we give Interserve preferential prices and capacity allocation.*

3. Has a performance-management approach and team ethos

Our supply chain performance drives NHS client-satisfaction. Our performance management approach is based on positive relationships and incentives to perform well.

[REDACTED]
[REDACTED] 
[REDACTED] 
[REDACTED] 

[REDACTED]
[REDACTED]

[Redacted text block]

Proactive management that reflects the Framework ethos
Our proactive performance management for ProCure22 reflects [FwkAgmt-Schedule8] including:

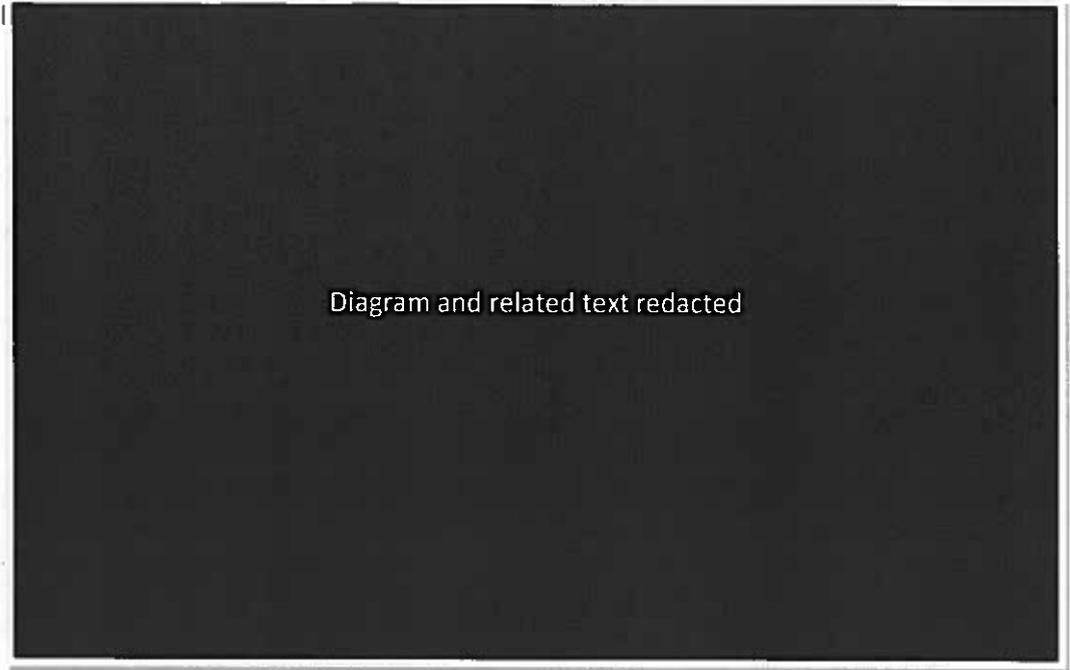
[Redacted text block]

[Redacted text block]

Image and related text redacted

[Redacted text block]

4. Has a governance structure



DH Partnership Group: [REDACTED], [REDACTED], will demonstrate we are delivering Framework objectives

DH Stakeholder Groups: [REDACTED], will share best practice to improve operational performance

Table 15: proactive supply-chain governance through regular reviews and meetings

	Meeting	Chair	Objectives	Frequency
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

E3 d)

INTERSERVE – SECTION C – STANDARD QUESTION RESPONSE TEMPLATE
SUBJECT: INTERNAL AND SUPPLY CHAIN MANAGEMENT – SUPPLIER SELECTION
QUESTION: E3D) DESCRIBE YOUR SUPPLIER SELECTION PROCESS FOR SUPPLY CHAIN MEMBERS (SCMS).

1. Has a process compatible with Framework Schedule 7

We will ensure our SCMs are selected to provide best value for money.



Diagram and related text redacted

Table 17: principal benefits delivered by our selection process [FwkAgmt-Schedule7]

Process stage	Benefit
[REDACTED]	[REDACTED]

2. Will match supply chain to client needs

Using our [REDACTED] we will match the supply chain to client need depending [REDACTED]. Evidence of this approach can be seen through ProCure21+.

Table 18: proactively matching appropriate SCMs to client need

Client needs	What we did and client benefit
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

- *The supply chain is a particular strength of Interserve. It is totally open to the Trust...*

[REDACTED]

3. the ability to mobilise supply chain quickly

Table 19: how we mobilise quickly to satisfy new demand

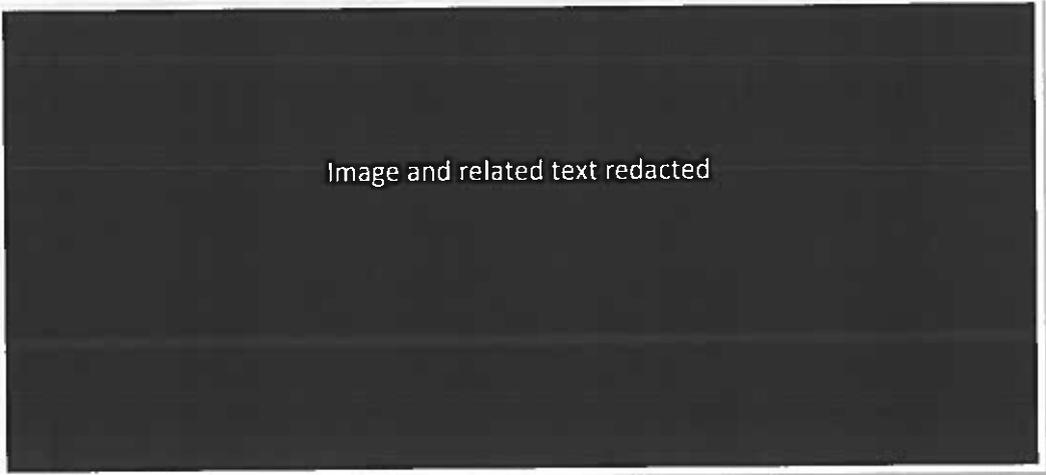
What we do	Client benefits
FRAMEWORK-LEVEL	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
SCHEME-LEVEL	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Evidence: at [REDACTED], we mobilised the supply chain over a four day weekend to refurbish [REDACTED] threatened with closure. 

4. Evaluates suppliers

Our ProCure22 SCM performance management process includes:

[REDACTED]



5. Has processes that operate in a fair, open and transparent way

Our processes are fair, open and transparent because:

[REDACTED]

[REDACTED]

6. Supports HM Government's agenda in SMEs and steel procurement

SMEs

Around [REDACTED] of our work is already delivered by SMEs nationally

We will continue to create opportunity for SMEs in line with Government Construction Strategy and the Social Value Act, [REDACTED]

[REDACTED]

[REDACTED]

Steel

We procure our steel in accordance with PPN16/15.

