

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.

Section C Standard question response template

Tenderer Name: **Integrated Health Projects**

Question: E1a)- Implementation Plan

Implementation Plan

We have already commenced steps to ensure we are ready for the start of P22. We have:

- Commenced the **Steps to Readiness**
- Established our **Implementation Structure**
- Prepared an **Implementation Plan**
- Reviewed the **Implementation Risks and Mitigation Measures**

Photo Redacted

"Our Implementation Plan is informed by the successful delivery of 121 P21/P21+ projects and is supported by our established and effective implementation structure and processes. We have reviewed the P22 requirements, considered the risks and identified the actions we need to take to ensure we are P22 Ready"

"

Steps to Readiness

We developed a P22 Readiness plan at our strategy review last year preparing us fully for Framework Launch on 3 October 2016.

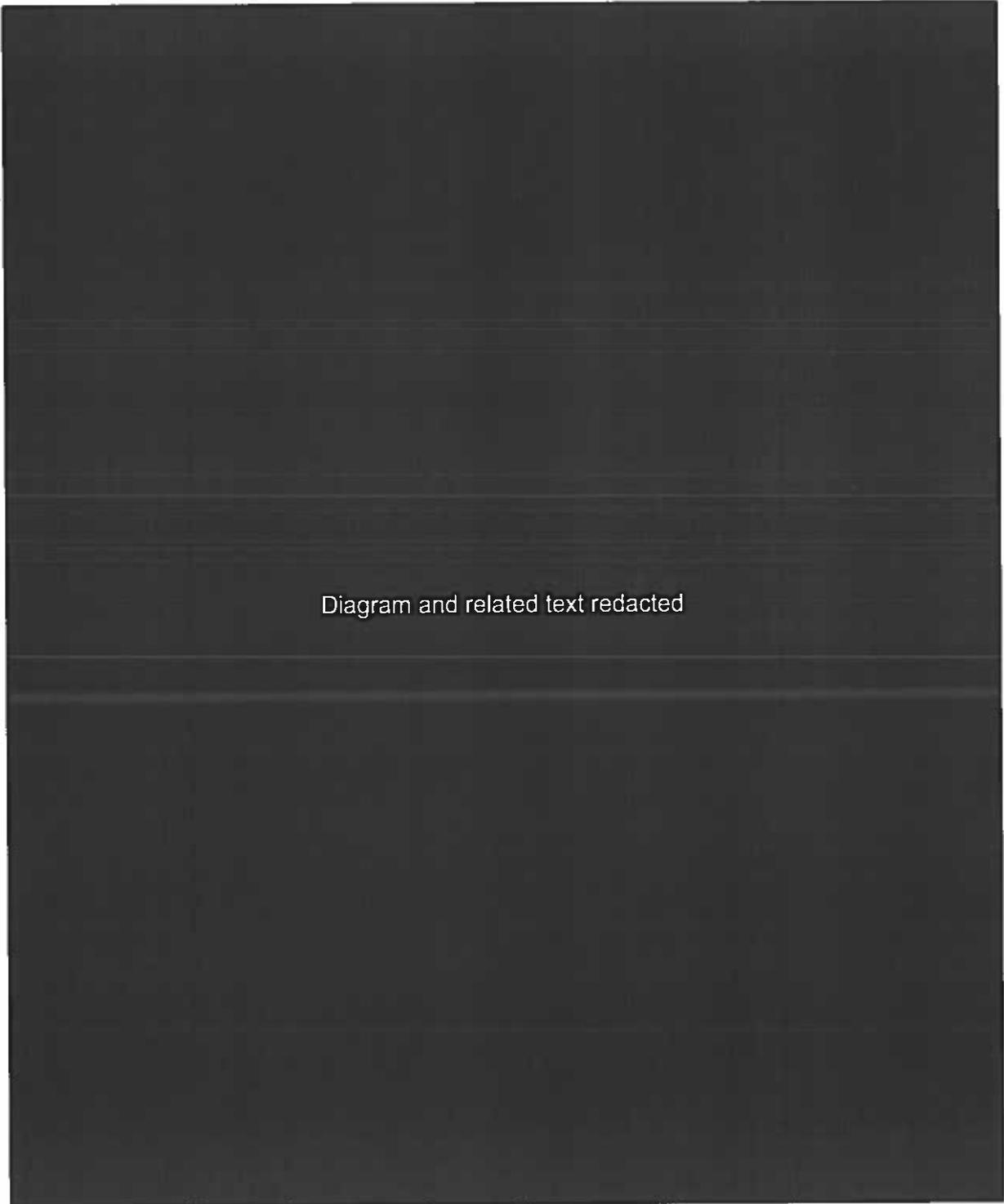


Diagram and related text redacted

Implementation Structure

We have an established group of capable individuals and functional team structure. Their P21/P21+ knowledge and experience will be invaluable to P22 implementation.

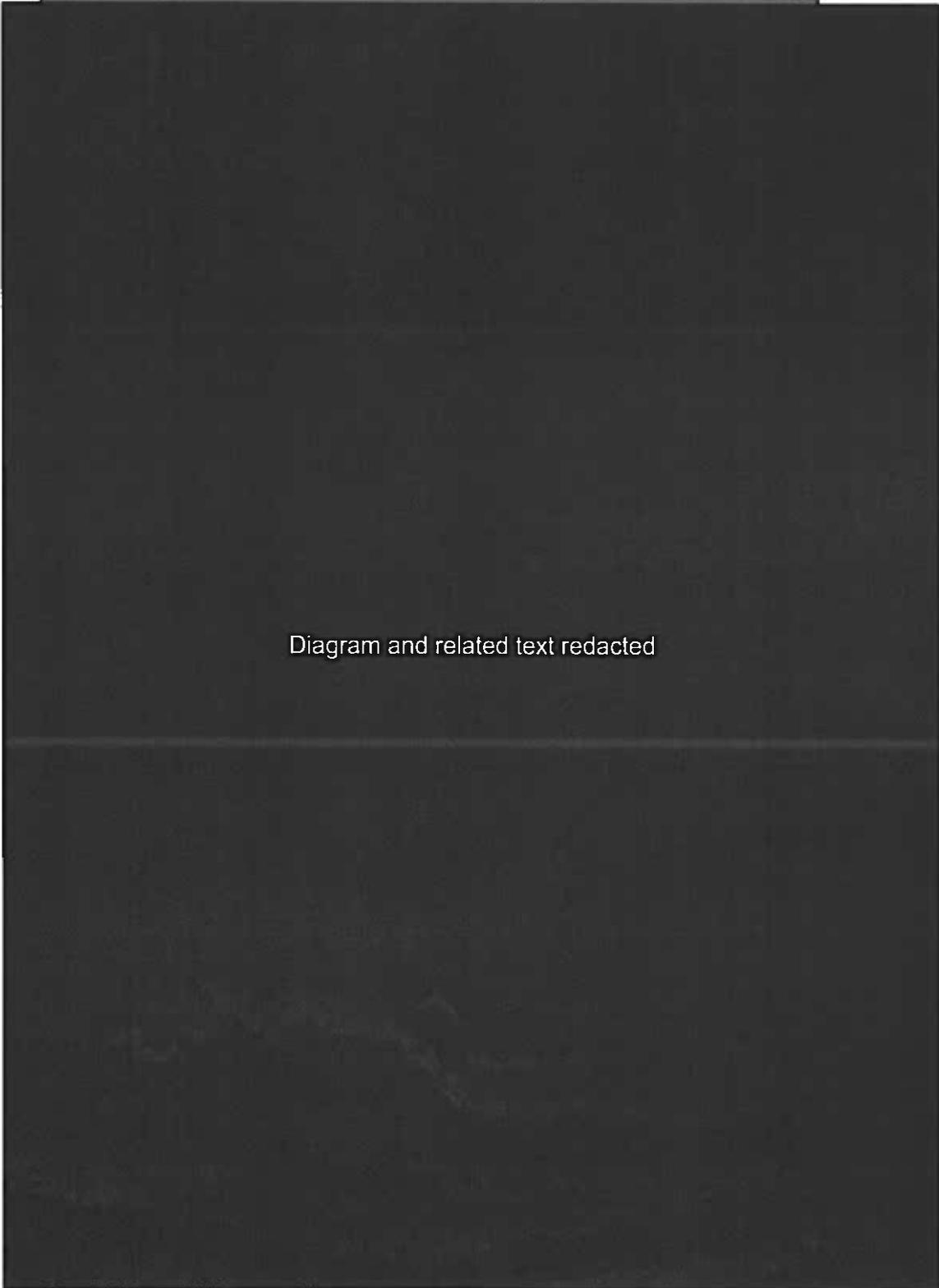
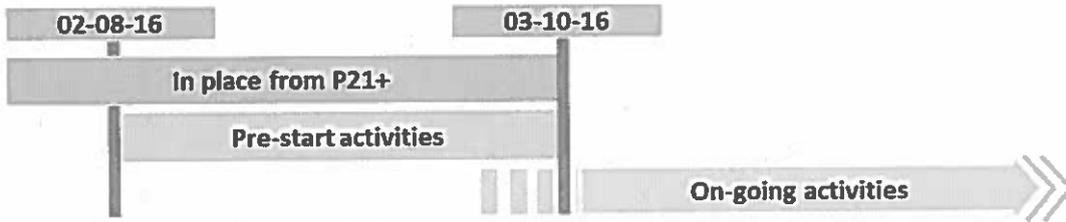


Diagram and related text redacted

Implementation Plan

We have drawn on our detailed experience of P21+ and added new considerations specifically for P22. The result is a detailed set of activities and responsibilities to ensure the successful launch and operation of the Framework.



Item	Requirement	Activity	Lead responsibility
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Table and related text redacted

Item	Requirement	Activity	Lead responsibility
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Table and related text redacted

Implementation Risks

We have identified key Framework implementation risks and matched their mitigation to the activities in our Implementation Plan.

Table and related text redacted

Section C Standard question response template

Tenderer Name: **Integrated Health Projects**

Question: **E1 b) – Framework Delivery – Continuous Improvement**
(1500 words) 1484 Words

Our Contribution to Current Initiatives and How We Will Shape their Future

IHP's [REDACTED] recognises the need to maintain the momentum and exploit the current P21+ Cost Reduction Programme (CRP) initiatives to deliver improved outcomes and to optimise our contract performance.

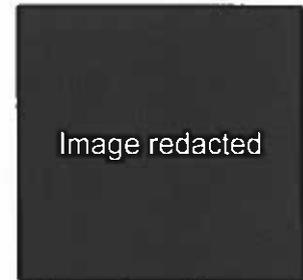
We are developing the repeatable rooms and BIM initiatives to respond to changing healthcare needs

We utilised standardised solutions on a number of our P21+ Projects,

[REDACTED]
[REDACTED]

On our [REDACTED] Project, we are developing [REDACTED] [REDACTED] to respond to changing healthcare requirements. This work aligns with the Estates Efficiency Programme arising from Lord Carter's report and will be shared across P22.

"We are proud that our innovation with Circle Health presented to DH launched the P21+ Repeatable Rooms initiative. [REDACTED] and I have got a real buzz from the development and roll-out of the standardised solutions in P21+. Both of us want to continue this into P22."



EVIDENCE: Our [REDACTED]

[REDACTED] We have shared this with DH and propose it as a continuous improvement tool for all PSCPs to use.

Implementing Improvements across the Supply Chain

We will continue to promote and implement the CRP standardisation solutions, both to our PSCMs and SCMs throughout the Framework and as best practice across the industry. We have strong processes already for effective implementation:

[REDACTED]
[REDACTED]

[REDACTED]

EVIDENCE: Our [REDACTED]

Implementing Improvements and Ideas for Future Initiatives

Our P22 Plan for successful CI

We will produce [REDACTED] with clear objectives, actions, owners and timescales. [REDACTED]
[REDACTED] on:
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Our specialist in-house expertise will support our CI

To complement our PSCM capabilities, we will collaborate on using the broad range of specialist IHP JV in-house capabilities:

[REDACTED]
[REDACTED]

[REDACTED]

We will bring experience, capability and commitment into P22 to:

[REDACTED]

Supporting National, Authority and Government initiatives to enhance P22

We will support the P22 Specification key objectives, and enhance the Framework, including:

[REDACTED]

These initiatives will offer imaginative solutions to drive down £/m² build and whole life costs whilst improving outcomes. We will work collaboratively to bring these efficiencies to the broad P22 Client base.

The judges' comments after our three *Building Better Healthcare* awards in 2015 highlight our commitment to CI.

- Estates Improvement Winner – [REDACTED] – *“will greatly improve healthcare facilities”*
- Innovation in P21+ Winner – [REDACTED] – *“efficiency in the way it was built”*
- Patient's Choice Winner – [REDACTED], *“exemplar for patients with dementia”*

Representing our Supply Chain in the Eyes of the Authority

We are responsible and accountable for our PSCMs and SCMs under the Framework and in Scheme/Project contracts. We have [REDACTED]

This supply chain structure brings the benefits of:

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

EVIDENCE:

[REDACTED]

Improved Outcomes for Clients and Patients

In response to the GCS, the award-winning CRP team has achieved [REDACTED] cost reductions for P21+ Clients. We will proactively contribute to the GCS 2025 targets in P22 along with all DH Policy Requirements.

[REDACTED] **better outcomes, patient throughput, efficiency and safety**

We developed and delivered a highly successful [REDACTED]

Working with our PSCMs, we shared and enhanced it for our [REDACTED]



Our [redacted] It sets out the concept and the CIs achieved, including:

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

[redacted]

Mental health facilities: [redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

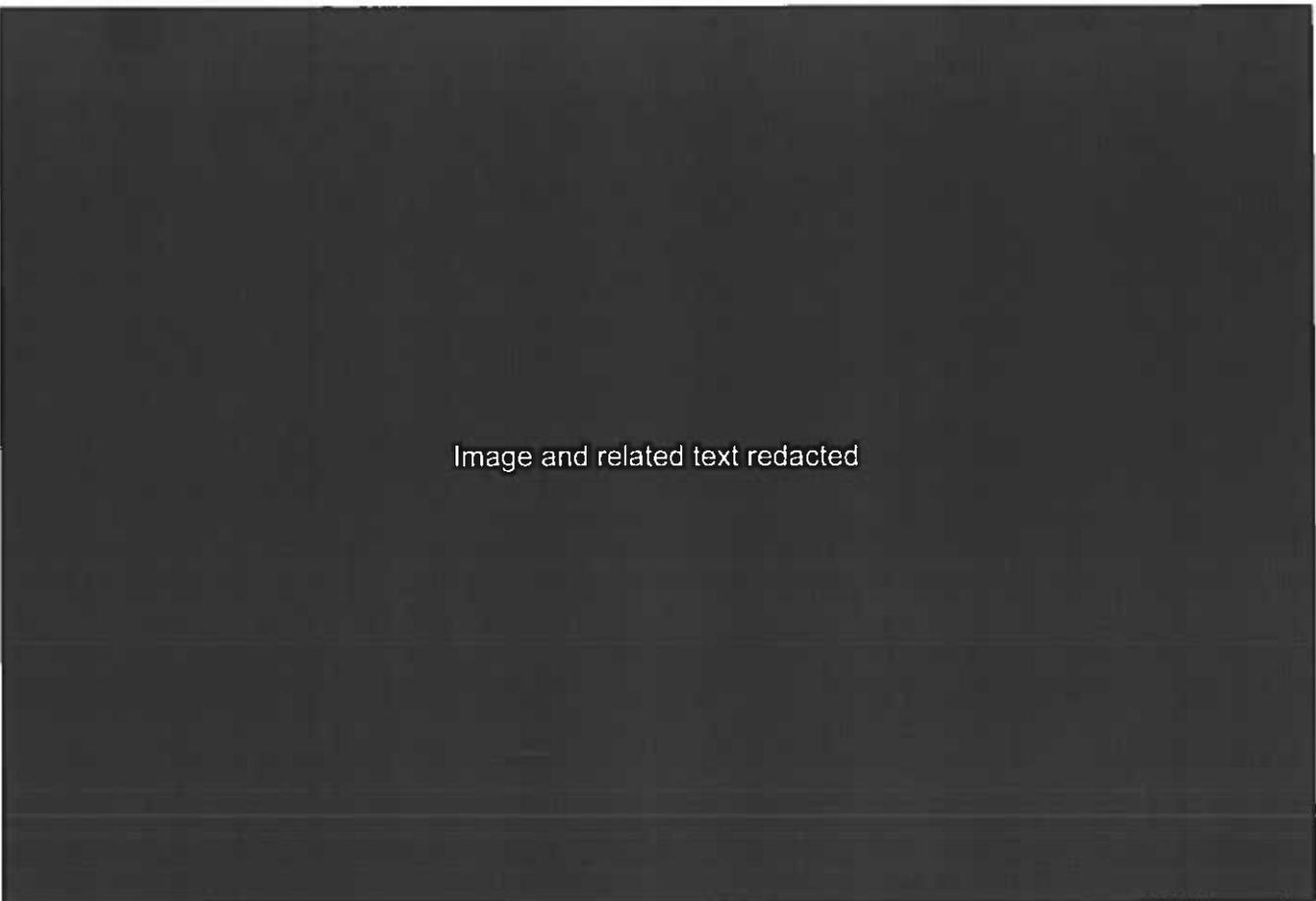
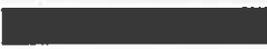


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Outside P21/P21+: cost savings from 

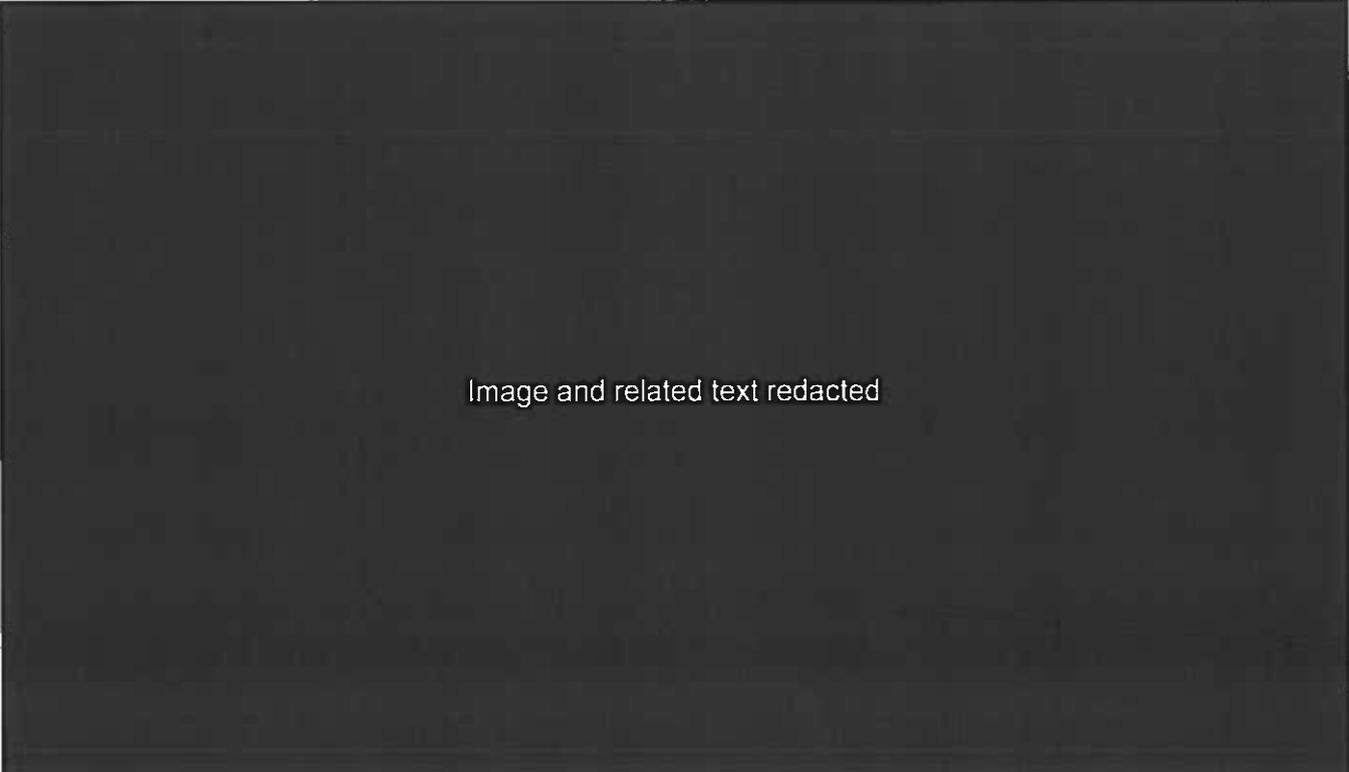


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Section C Standard question response template

Tenderer Name: **Integrated Health Projects**

Question: **E2 a) – Standard Approach to Project Delivery – Risk**
(1000 Words) 969 Words

Each IHP Project lead will own the process, openly and robustly managing risks and opportunities:

- With people best placed to take the necessary action, clearly identified
- With input from all stakeholders
- With action plans to mitigate risk or realise opportunity

We will achieve deadlines, improve VFM and minimise cost by collaborating as one team with shared objectives.

Standard risks: how we manage and mitigate

Figure 1 combines risks [REDACTED]

Figure 1 Risk, mitigation and benefits for Framework Clients

Risk	Mitigation	Client benefits
[REDACTED]	[REDACTED]	[REDACTED]

Risk	Mitigation	Client benefits
[REDACTED]	[REDACTED]	[REDACTED]

Through extensive work with P22's expanded Client base, we understand their funding streams, governance structures and risks/opportunities.

Figure 2 Risks, opportunities, mitigation and benefits for new Clients

Risk	Mitigation	Client benefits
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
Opportunities		
[REDACTED]	[REDACTED]	[REDACTED]

Our P21+ experience means we understand P22 supply chain risks (see Figure 3).

Figure 3 Risks, opportunities, mitigation and benefits to the supply chain

Risk	Mitigation	Client benefits
[REDACTED]	[REDACTED]	[REDACTED]

Transparent Risk Management Process

Our [REDACTED] gives stakeholders visibility of risk from the start. [REDACTED] including:

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

The Risk Register will:

- [REDACTED]

Our risk management process (see Figure 4) [REDACTED]

Figure 4 Our risk process has helped deliver all our P21/P21+ schemes within GMP



Evidence:

[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]

Suggested improvements for P22

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Section C Standard question response template

Tenderer Name: **Integrated Health Projects**

Question: **E2 b) – Standard Approach to Project Delivery –
Client Relationship Management**
(1500 Words) 1486 Words

Our Understanding of the P22 Framework Client Base

We research and respond to the factors influencing P22 Client needs

Our procedures will evolve to reflect the ever-changing landscape of healthcare provision. We continue to analyse how factors such as the Government Construction Strategy 2025 targets, the delivery of the DH estates efficiency programme and the NHS Five Year Forward View will help meet the needs of patients and service users. We recognise these influences will shape the demands on our Clients and our services throughout the Framework life.

We bring extensive experience of working with P22's prospective new Client base

Although many of the proposed Clients will be new to the Framework, we are familiar with their expectations and from experience appreciate their drivers and constraints, which include:

[REDACTED]

IHP understands the expanded P22 Clients' base from its direct project [REDACTED] among others.

EVIDENCE: [REDACTED]

Relationship Management Approach

[REDACTED] we have received consistently high client satisfaction scores from our Clients throughout the P21+ framework. The latest DH published P21+ figures are below.

KPI	Framework average	IHP
Client satisfaction - Service	88%	91%
Client satisfaction - Product	89%	94%

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

"The real value of our partnership for me has been the level of clinical engagement which IHP have been able to engender. We have reached a level of trust which enables IHP to liaise directly with clinical staff in our theatres, to manage the construction process and ensure that we have lost no operating lists and kept our staff fully informed throughout the work."

[REDACTED]

One of our key differentiators in the successful management of client relationships

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Image and related text redacted

"At the start of the process, when we had a blank page and we had to translate clinical practice into design, [Redacted] input was critical. [Redacted] was the interface between clinicians and IHP, acting as our translator. [Redacted] knowledge allowed clinicians to test what was possible in the moment, but also know what wasn't possible, so they never left sessions with unrealistic expectations."

[Redacted]

Together with our Clients, we will

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Throughout each Project, we [Redacted] by:

[Redacted]

Integrating the Supply Chain in the Eyes of Client

We focus on achieving common goals agreed with stakeholders and the supply chain

Our approach to working with our Clients will be

[REDACTED]

Successful projects are delivered through

[REDACTED]

We:

[REDACTED]

The approach and processes that we will bring to P22 means we 'hit the ground running' with a supply chain fully integrated with IHP so our Clients experience a unified single team.

EVIDENCE: SEAMLESS INTEGRATION

"I don't think that I've been on a job when I've sent so few emails because the guys are all here. It also helps that the IHP site people are alongside us. I've been doing this for 33 years and have worked on some prestigious projects, but this is the best job I've been involved in."

[REDACTED]

We select partners who

[REDACTED]

Our proven project governance structure provides

[REDACTED]

Figure 6 Project Governance Structure

Diagram and related text redacted

Section C Standard question response template

Tenderer Name: **Integrated Health Projects**

Question: **E2 c) – Standard Approach to Project Delivery –
Pre-Construction**

(1000 Words) 990 Words

Keeping our Bid Promises

A Safe Pair of Hands

IHP's successful standard approach is based on the successful delivery of 121 P21/P21+ projects. We understand that high-quality, defect-free delivery begins in pre-construction. The promises we make become the baseline against which we measure our commitment.

Promises

We will:

[Redacted]

The [Redacted] and record our promises.

Project Management Approach

The project management process is controlled by [Redacted] prior to construction Stage 4 who will:

[Redacted]

EVIDENCE: [REDACTED]

P21+ Repeatable Rooms and Standard Components introduced in pre-construction design stage reduced capital cost and improved operational efficiency.

HSJ

2016 Award Winner
"Value in Healthcare"



Stakeholder Engagement

[REDACTED] will prepare [REDACTED]
[REDACTED] to deliver:
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] will draw on other IHP in-house specialists such as [REDACTED]
[REDACTED]

For P22 we will use [REDACTED]
[REDACTED]

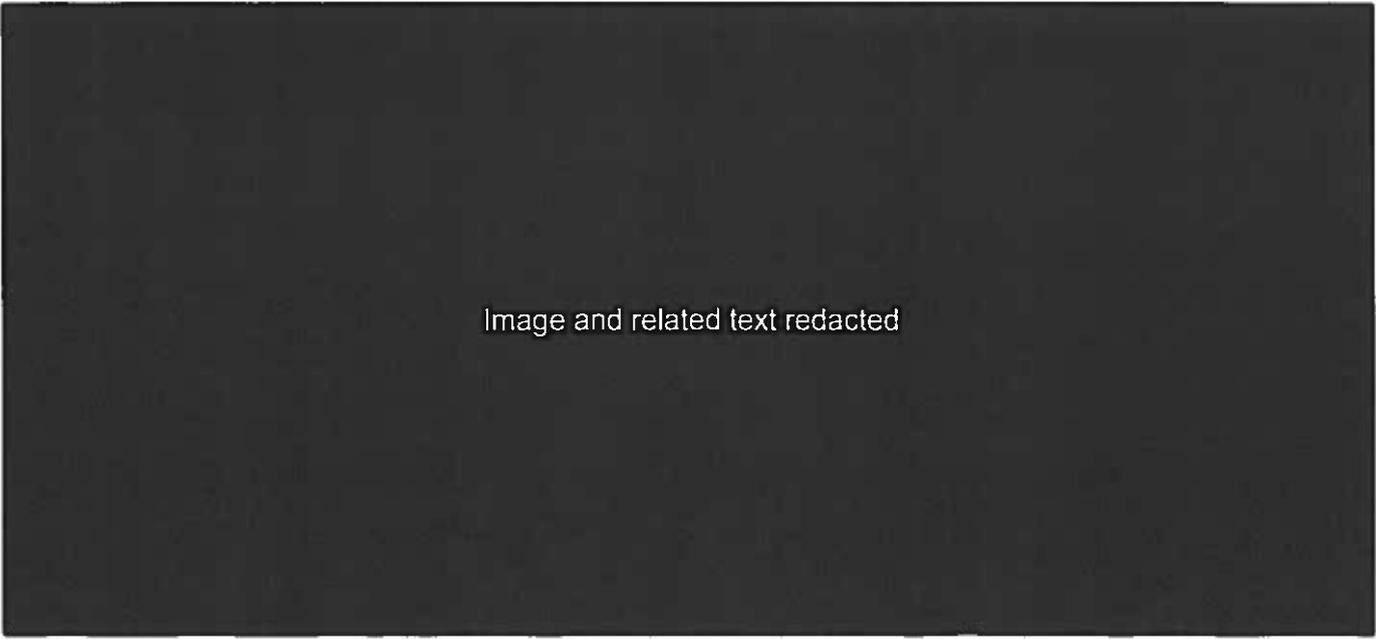


Image and related text redacted

We will use a range of other engagement tools:

[Redacted]

[Redacted]

[Redacted]

Evidence image redacted

We will [Redacted]

Benefits for stakeholders are:

[Redacted]

[Redacted text]

Evidence image and related text redacted

Monitoring and Management

[Redacted] this will include:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

For each Pre-Construction Stage, we will produce and monitor:

Time	Cost
[Redacted]	[Redacted]

Section C Standard question response template

Tenderer Name: **Integrated Health Projects**

Question: **E2 d) – Standard Approach to Project Delivery –
Construction**

(1500 Words) 1500 Words

Standard Quality Management Approach during Construction

We have a clear, [REDACTED] for delivering successful construction outcomes:

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

A quality scheme is the result of [REDACTED] ISO9001 accredited [REDACTED]
[REDACTED]

[REDACTED]

IHP's approach is underpinned by:

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

Figure 1 overleaf [REDACTED].

Evidence: Our construction delivery approach based on our experience:

- Building [REDACTED] healthcare estate since 2006
- Managing [REDACTED] healthcare estate
- Owning [REDACTED] healthcare assets
- [REDACTED] staff working alongside clinical teams
- 121 P21/P21+ completed Projects

Our experience has informed our working approach to healthcare environments with a focus on [REDACTED]

Outcomes from [REDACTED] are:

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

IHP's quality management approach will improve:

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

Understanding and Delivering 'Defects Free' Projects

Operational healthcare facilities are busy places and resources stretched. Our Clients rightly expect and require us to deliver Projects without fuss. 'Defects free' is essential to achieving that. We [REDACTED]

Putting defects right after occupation, in a live environment, is difficult and intrusive so it is essential we get everything 'right first time'.

Our 13-year P21/P21+ experience of defect-free handovers has improved our understanding of what really matters in healthcare projects. We [REDACTED]

We have a commitment from our Supply Chain, to deliver quality outcomes. We [REDACTED]

We will ensure Projects have:

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

Thank you so much for taking the time to show us round the new centre this morning. Your warmth and commitment to our patients shone through.

[REDACTED]

Identifying Value for Money (VFM) Opportunities

During construction, we will [REDACTED]
[REDACTED] where appropriate:

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

EVIDENCE: VFM [REDACTED]

[REDACTED] project was delivered five weeks early using our VFM [REDACTED]. Six months from completion we committed to an earlier handover giving the Trust early occupation, improving revenue incomes and cost savings.



Dispute Management and Resolution

Our processes have been tried and tested over 13 years with no disputes on any of our P21/P21+ projects. The reasons for our exemplary record is [REDACTED].

Figure 10 Dispute resolution process



Diagram and related text redacted

Change Management

We have 13 years' experience of successful change management in P21/P21+. We [REDACTED] administer the NEC contract on all our Projects which is fully compliant with P22 requirements

The high level of Early Warnings generated on the sample projects shows positive change management, which benefits Clients by increasing certainty as they're closed out in an agreed timeframe (Figure 4)

Figure 11 Compensation Events and Early Warnings on selected projects

Project	Compensation Events	IHP Early Warnings	PSCM Early Warnings
[REDACTED]	413	270	230
[REDACTED]	129	156	74
[REDACTED]	177	218	74

IHP's expertise is based [REDACTED] as follows:

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

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

Understanding New Clients

We recognise P22 will have new Clients, such as local authorities, social care providers and third sector organisations. These Clients have different levels of experience and knowledge, and new expectations.

We have experience of working with many of the potential new P22 Clients such as [REDACTED] and therefore understand their needs and expectations.



Activity	Stage	
	4	5
[REDACTED]	[REDACTED]	[REDACTED]

IHP will carry out any post-completion or defect rectification works [REDACTED] covering:

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

Achieving 'No Defects at Completion'

[REDACTED]

We deliver continuous improvement [REDACTED]
[REDACTED]

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

The P21+ Cost Reduction Programme (CRP) high-quality repeatable rooms and standard components help deliver defect-free Projects. IHP will continue to develop and promote standardisation on P22.

We will [REDACTED]
[REDACTED]

"The two-year defects period has now come to an end, with aftercare being managed exceptionally well by IHP. Your involvement from appointment through to the completion of the two-year defects inspection has ensured the gentlest of 'soft landings' for the Hospital."



Handover Defects Impact and Resolution

We understand that post-completion defects:

- Disrupt the critical services that our Clients deliver
- Can damage our Clients' reputations and our own
- Can be difficult to rectify in live 24/7 healthcare environments
- Can impact on our Clients' revenue and quickly erode our margin

We aim for zero defects, but recognise that occasionally products can fail and problems occur. Our IHP PMs remain responsible for their Projects and committed to their Clients throughout Stage 5 and the end of the two-year defects period.

Our Aftercare Managers have resources to support our PMs in rectifying any faults and providing . Our Aftercare Managers familiarise themselves with their Projects and Client contacts during Stage 4.

Diagram and related text redacted

Post-construction Stakeholder Engagement

[REDACTED]

Handover Protocols

[REDACTED]

The handover procedure will cover:

[REDACTED]

EVIDENCE:

[REDACTED]

Section C Standard question response template

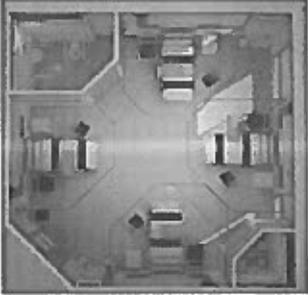
Tenderer Name: **Integrated Health Projects**

Question: **E3 a) – Internal and Supply Chain Management – Maintaining Standards**
(1000 Words) 1000 Words

Maintaining Standards – Delivering Improvements

Our approach to achieving successful outcomes is based [redacted]
[redacted] Developed over the past 13 years of P21/P21+, these have resulted in 100% Project completion on time/budget and make us **P22 ready**:

- Specification and Framework Agreement [redacted]
- Data integrity and protection – ISO27001:2005 accredited
- Quality assurance approach – zero defects philosophy
- Monitoring – P21+ systems in place with planned improvements for P22
- Health & Safety – ISO18001 accredited
- Cost Control – Experienced P21+/NEC/[redacted] staff

IHP Achievements in P21+			
'Value & Improvement in Estate Management' HSJ Value in Healthcare Awards 2016 Winner [redacted]	[redacted] Image redacted	'Integration & Collaborative Working' Constructing Excellence 2015 Winner P21+ Repeatable Rooms	
'Innovation in ProCure 21+' BBH 2015 Winner [redacted]	[redacted] Image redacted	'Patients' Choice Award' BBH 2015 Winner [redacted]	[redacted] Image redacted

We have identified improvements to our procedures and have incorporated these within our Implementation Plan making us **P22 ready**.

REPORTING			
P22 SPEC & FA REQUIREMENTS	IHP		
	STANDARDS	MONITORING MECHANISMS	P22 IMPROVEMENTS
<p>Framework</p> <p>Report in accordance with FA Schedule 8 with timely submission:</p> <ul style="list-style-type: none"> • Central audit programme • Monthly Monitoring System (MMS) • Benchmarking/KPIs • Project End Reviews • Transparency reports • ProjectShare • P22 CRP utilisation <p>Project</p> <p>Monthly Client progress reports in accordance with NEC Contract includes:</p> <ul style="list-style-type: none"> • Programme • Forecast & actual costs • Risk Register • Early Warning Notices and Compensation Events • Cashflow <p>Project issues will be promptly reported to the IAs.</p>	[REDACTED]	[REDACTED]	[REDACTED]
QUALITY			
P22 SPEC & FA REQUIREMENTS	IHP		
	STANDARDS	MONITORING MECHANISMS	P22 IMPROVEMENTS
Projects will be handed over with Zero Defects	[REDACTED]	[REDACTED]	[REDACTED]

delivering Product & Service Satisfaction.

Using the GCS to promote:

- P22 CRP including Standardisation
- BIM level 2, to deliver quality.
- DQI to ensure quality design solutions

		
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HEALTH & SAFETY			
P22 SPEC & FA REQUIREMENTS	IHP		
	STANDARDS	MONITORING MECHANISMS	P22 IMPROVEMENTS
Act as Principal Designer on all Projects. Deliver in accordance with statutory requirements and any Client, site specific requirements.	[REDACTED]	[REDACTED]	[REDACTED]

OCCUPATIONAL HEALTH (OH)			
P22 SPEC & FA STANDARDS	IHP		
	STANDARDS	MONITORING MECHANISMS	P22 IMPROVEMENTS
Deliver in accordance with statutory requirements and Client site specific requirements.	[REDACTED]	[REDACTED]	[REDACTED]

IHP DATA INTEGRITY /PROTECTION

REPORTING	QUALITY	COST CONTROL	HEALTH & SAFETY	OCCUPATIONAL HEALTH
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We are accredited to ISO 27001:2005 (Information Security) providing confidentiality and integrity of information.

Our eLearning module 'Staying Safe within the Data Protection Act' ensures our teams and supply chain, implement our Policy.

IHP QUALITY ASSURANCE APPROACH

REPORTING	QUALITY	COST CONTROL	HEALTH & SAFETY	OCCUPATIONAL HEALTH
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Our ISO 9001:2008 accredited procedures are [REDACTED]

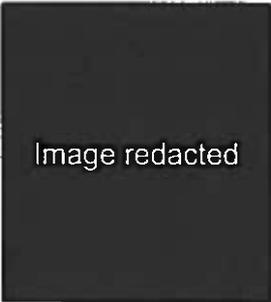
Section C Standard question response template

Tenderer Name: Integrated Health Projects

Question: E3 b) – Internal and Supply Chain Management –
Training & Development

(1250 Words) 1242 Words

From IHP experience in P21/P21+ we recognise the need for suitably trained people to ensure full P22 compliance and successful delivery of the Framework and its Schemes/Projects.



"Our team are given the [redacted] training they need to perform their role. This is [redacted] ensuring everyone has the P22 competencies required."

IHP TRAINING & DEVELOPMENT PLAN

Objective

Every member of IHP and supply chain team will be suitably qualified the necessary P22 knowledge, skills and understanding.



- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]



- [redacted]

[Redacted text block]

2 - Training Provided

[Redacted text block]

IHP internal P22 training modules

[Redacted text block]

EVIDENCE:

[Redacted text block]

courses

We provide including:

[Redacted text block]

Image, table and related text redacted

[Redacted text block]

[Redacted text]

[Redacted text]

We will:

[Redacted text]

3 - Continuity and Consistent Delivery

This provides:

- Central monitoring and support
- Periodic reviews and updates
- Knowledge assurance

[Redacted text]

We collaborate with our supply chain in:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

EVIDENCE

- In October 2014 we started the [REDACTED] programme in conjunction with [REDACTED]. The course is up to five years with a mix of college and work placements, through different departments. We have [REDACTED] on the course and are recruiting for September 2016.
- We currently have [REDACTED] Level 6 Quantity Surveyor apprentices at [REDACTED]. We will take on more Level 6 apprentices as the Government Trailblazer apprenticeships are established next year.
- Construction Youth Trust and Princes Trust: Creating opportunities for groups in greatest social need
- Armed Forces Covenant: Familiarisation and integration of ex-service personnel

IHP and supply chain trade apprentice, technical trainee and sponsored student numbers:

IHP Directly Employed	2015
Trade Apprentices	[REDACTED]
Sponsored Students	[REDACTED]
Technical Trainees	[REDACTED]
Supply Chain	2015
Apprentice Placements	[REDACTED]

P22 initiative: [REDACTED]

[REDACTED]

Section C Standard question response template

Tenderer Name: **Integrated Health Projects**

Question: **E3 c) – Internal and Supply Chain Management –
Supply Chain Relationship**
(1500 Words) 1473 Words

Developing and Maintaining Supply Chain Relationships

Developing a sustainable supply chain

IHP has a sustainable and proven supply chain. We focus on our [REDACTED] [REDACTED] which set out the shared core values and commitments for developing an open, collaborative relationship.

IHP and our supply chain collaborate and share objectives to deliver the key Framework requirements:

- Drive forward innovation to reduce £/m2 build costs
- Develop and implement the P22 Cost Reduction Programme (CRP)
- Support the Government Apprenticeships and Skills initiative
- Achieve carbon reduction and life cycle efficiencies

Evidence: [REDACTED] Redevelopment project, 100% of our PSCMs and SCMs are selected from our existing supply chain.

Figure 14 Our Guidelines focus us on supply chain outcomes that improve healthcare benefits

IHP Programme Managers will be responsible upskilling our existing supply chain to ensure P22 readiness. To support the extended P22 Client base, we will introduce new suppliers to strengthen our capability and improve outcomes for our Clients.

Diagram and related text redacted

[REDACTED]

EVIDENCE: SME GROWTH FROM CONTINUITY OF P22 WORKLOAD

For over 10 years IHP has supported [REDACTED]. By steadily growing their business through IHP's [REDACTED] [REDACTED] has invested in a second regional base in [REDACTED]

Facilitating Transparency and Open Book Process

[REDACTED] promote transparency and open book processes, we will

Our PSCMs are proven and ready to engage with P22: they have all successfully complied with Framework Schedule 7 under P21+.

Our Project Managers will ensure that the SCMs fully understand the requirements of the Framework Agreement (FA) [REDACTED]

We will ensure Framework Schedule 7 supply chain compliance through:

[REDACTED]

"Payments were received on time and the final account settled over one short meeting. We thank you for an enjoyable working experience."

[REDACTED]

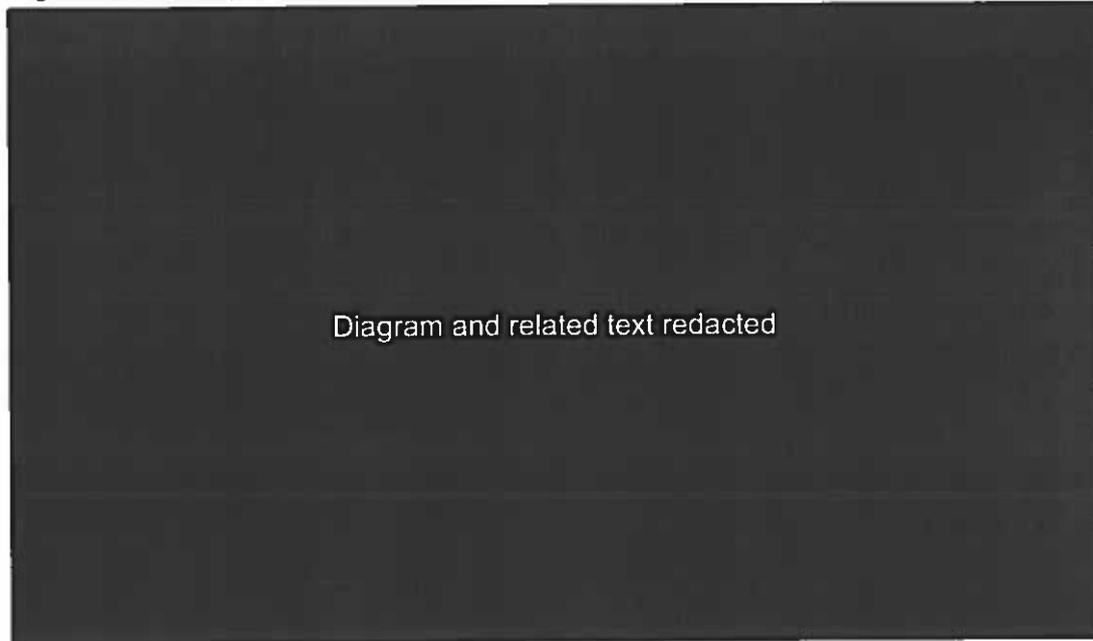
Performance Management

Measuring supply chain performance via KPIs

Our Project Managers will [REDACTED] which are aligned to the P22 KPIs (see Figure 2)

They will continue under P22 to measure [REDACTED]

Figure 15 Our supply chain KPIs and P22 KPIs are closely matched



As Figure 16 overleaf shows, our team [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

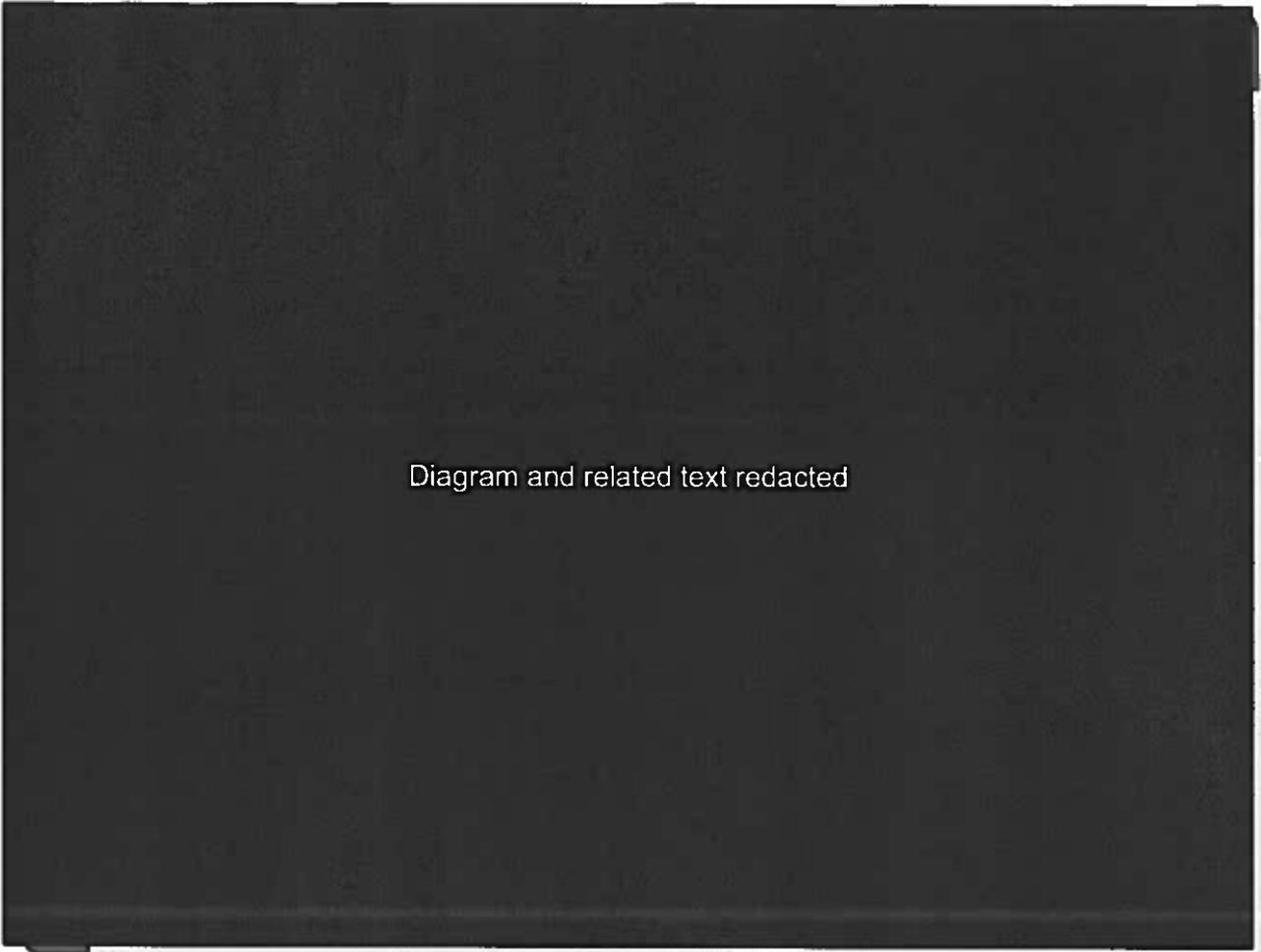
"[REDACTED] are a valued member of IHPs team, setting sound engineering service strategies which supported [REDACTED] development. They have set new levels of what can be expected from a services consultant"

[REDACTED]

EVIDENCE: A SUSTAINABLE RELATIONSHIP – IMPROVING AND GROWING TOGETHER

IHP has worked with [REDACTED] on over [REDACTED] of healthcare projects over the past 15 years. Continued levels of repeat business as a result of exemplary performance has provided stability for [REDACTED], which in turn has meant the firm has been able to continually invest in training and staff development.

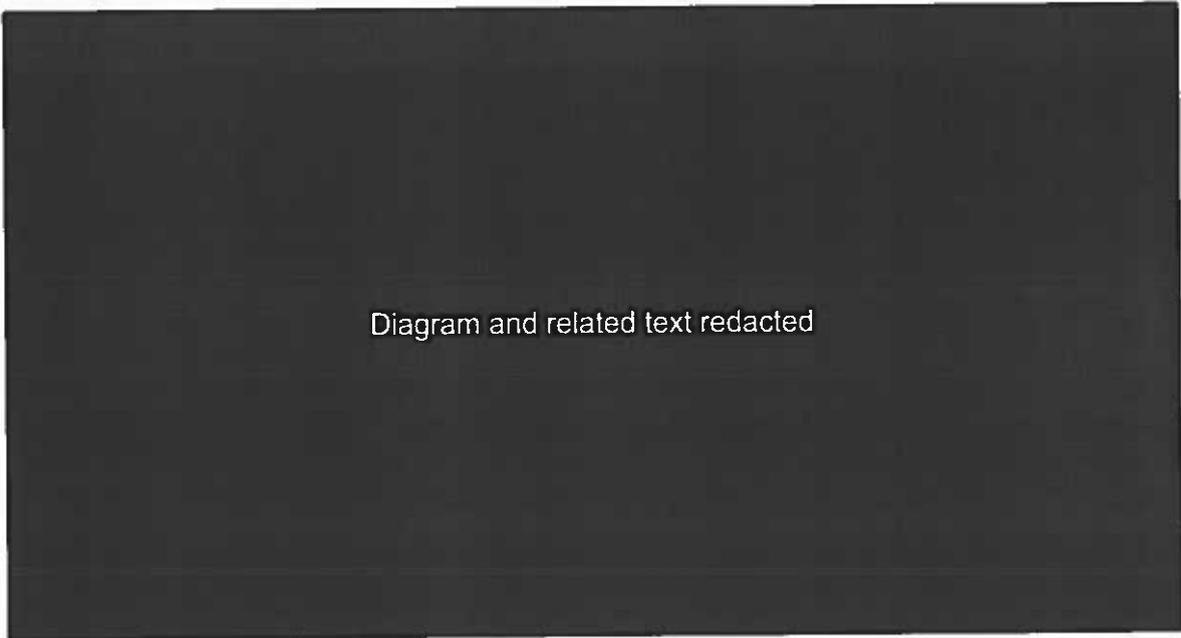
Figure 16 Improving performance



Governance Structure

[REDACTED] on IHP Steering Group is responsible for managing PSCM performance at Framework level. IHPs Project Manager will be responsible for the PSCM and SCM performance at project level, with support from our supply chain department.

Figure 17 Our P22 governance structure shows lines of supply chain accountability with support and monitoring responsibilities.



Integrating Supply Chains

We will [REDACTED]

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

To maintain our relationships, we regularly:

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

By working with the supply chain this [REDACTED]
[REDACTED]:
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

EVIDENCE:

We used [REDACTED] from three previous [REDACTED]
[REDACTED] on [REDACTED] From Client/supply chain feedback
enabled us to rationalise [REDACTED] to just [REDACTED] variants, which contributed
significantly in achieving [REDACTED] cost savings.

Section C Standard question response template

Tenderer Name: **Integrated Health Projects**

Question: **E3 d) – Internal and Supply Chain Management –
Supplier Selection**

(1000 Words) 996 Words

IHP's rigorous Supply Chain Management pre-qualification process, combined with collaborative Client involvement in the selection process, will ensure the most appropriate partners are appointed to help deliver the desired outcomes for every Project.

As a joint venture, IHP has 13 years' collaborative experience together: we know that picking the right people with the right approach is essential.

Supplier Selection Process Compatible with Schedule 7

[REDACTED] leads our SCM governance process. To provide responsiveness to specific Client Scheme Agreement needs, we [REDACTED]

Our supply chain selection and evaluation process [REDACTED]

For P22 Projects, our [REDACTED]

[REDACTED]

EVIDENCE: RIGOROUS SCM SELECTION FOR COMPLEX PROJECT

To address the complexity of [REDACTED] we collaborated with the Trust and our Design Team to select [REDACTED] specialists. Structured shortlisting with interviews and visits to similar facilities ensured selection of the right partners, significantly reducing interface risks.

Matching our Supply Chain to Client Needs

A project-specific procurement strategy is [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Mobilising our Supply Chain Immediately to Meet New Demand

We have [REDACTED] active SCMs, which have worked across diverse sectors: they are capable of working across the wider P22 Client base.

We ensure readiness and rapid mobilisation through:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Our P21+ experience has enabled us to establish [REDACTED] that ensure immediate mobilisation through pre-agreed acceptance supply chain.

EVIDENCE: EARLY VISIBILITY HELPS MOBILISE KEY SCM FIVE WEEKS FROM AWARD

IHP appointed [REDACTED] within five weeks of appointment on [REDACTED].
[REDACTED] The key: early project visibility to its supply chain, whilst securing manufacturing capacity.

"I'm impressed by the level of careful analysis IHP has undertaken into the supplier review. We might have assumed this would be purely done on cost due to the timescales."

[REDACTED]

Supplier Evaluation

IHP Supply Chain Department is responsible for

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

IHP's PM leads the evaluation process, in collaboration with the Client against the following criteria:

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

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

[REDACTED]

Fair, open and transparent processes

Our [REDACTED] set out the values and commitments behind supply chain engagement in accordance with Framework Schedule 7 include:

Fair commercial relations

[REDACTED] will ensure:

[REDACTED]
[REDACTED]

- [REDACTED]

Fair contracting practices

Project Commercial Managers will ensure:

[REDACTED]
[REDACTED]
[REDACTED]

Transparency in business relationships

Project Managers will provide:

[REDACTED]

Supporting Government Priorities

SMEs

Our regional structure means our supply chain department and delivery teams develop strong relationships with local SMEs.

EVIDENCE: OUR PROJECTS' SOCIAL MULTIPLIER EFFECT IN DEPRIVED AREAS

The 2007 Index of Multiple Deprivation ranked [REDACTED] as among the most deprived 20% of regions nationally. On our [REDACTED], we targeted and procured 50% of the project value (totaling [REDACTED]) with local SME partners within 20 miles.

[REDACTED]

[REDACTED]

EVIDENCE:

[REDACTED]

PPN16/15 Procuring Steel

We are committed to the Charter for Sustainable British Steel. We only source steel through BES 6001 approved steel mills and fabricators. The supplying mill must hold similar approvals, with full steel traceability within its supply chain.

EVIDENCE: IHP has recently provided evidence to DH for every current P21+ project over £10m on compliance with PPN16/15 Steel Procurement Policy.

IHP's policy will be to comply with PPN16/15 all Projects through the P22 Framework regardless of scheme value.

