**DN581359**

**Schedule 2.1**

**Invitation to Submit Initial Tender (ISIT)**

**Invitation to Submit Final Tender (ISFT)**

**Award Questions**

Only to be submitted by Suppliers who have been successful at the Request to Participate (RTP) stage and invited to submit an Initial Tender or following negotiation invited to submit a Final Tender.

**Commercial and Procurement Team**

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[Award Questions 3](#_Toc121757161)

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# Award Questions

The Award Questions for this tender are divided into the following headings to align with the Authority’s Strategic Objectives which are as follows:

1. A network that is adapted and resilient to climate change with a reduced carbon output, both in usage and maintenance, to contribute to the commitment for Somerset to be carbon neutral by 2030
2. A safe, serviceable and sustainable network that is fit for purpose for all users under all conditions and supports the development of the local economy
3. A service based on the intelligent client model that develops and sustains collaborative partnerships that deliver the objectives of all partners
4. A flexible and agile service that attracts and retains the best people and embraces best practice and new technologies to enable innovation
5. Sustain a financially resilient service that adopts robust asset management principles and delivers best value with the resources available
6. Optimise service efficiency and maximise income from commercialisation and external funding
7. A service that maximises social value and provides valuable local opportunities for individuals and businesses
8. An informed community that has high public satisfaction and is engaged and enabled to do more for themselves

The non-price Award Criteria are Quality and Social Value, weighted at 30% and 10% respectfully.

The Authority has set Social Value as a distinct Award Criteria throughout its procurement and contracting activity. Objective 7 considers Social Value. The list of Objectives and their questions are set out in the table below. As Social Value carries its own Award Criteria this Objective has been listed at the end of this table, however the Questions are presented in the document in their Objective sequence.

**Quality and Social Value Question Table – Marks and Weightings**

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| --- | --- | --- |
| **Evaluation criteria breakdown** | **Marks** | **Weighting** |
| **Quality** | | **30%** |
| **Objective 1** | |
| 1.1 Provision of vehicle fleet(s) for service delivery | 5 |
| 1.2 Reducing carbon emissions from highways activity | 15 |
| **Objective 2** | |
| 2.1 Safety Defect Repairs | 10 |
| 2.2 Winter Service | 10 |
| 2.3 Routine and Environmental Works – Planned and Reactive Gully Maintenance | 5 |
| 2.4 Routine and Environmental Works - Drainage Jetting | 5 |
| 2.5 Routine and Environmental Works - Verge Maintenance | 5 |
| 2.6 Emergency Service – Out of Hours and Civil Emergency Response | 5 |
| 2.7 Programme Management and Delivery | 10 |
| **Objective 3** | |
| 3.1 Organisational Structure | 10 |
| 3.2 Collaborative Working | 10 |
| 3.3 Performance Management | 10 |
| 3.4 Mobilisation | 10 |
| **Objective 4** | |
| 4.1 Local Government Reorganisation – a Flexible and Agile Service | 15 |
| 4.2 Resources and People | 10 |
| 4.3 New Technologies, Innovation and Digital Transformation | 15 |
| **Objective 5** | |
| 5.1 Financial Monitoring, Audit and Reporting | 10 |
| **Objective 6** | |
| 6.1 Commercialisation and external funding | 10 |
| **Objective 8** | |
| 8.1 Local Government Reorganisation – Informing Communities | 10 |
| **Social Value** | | **10%** |
| **Objective 7** | |
| 7.1 SV Calculator Tool | 5 |
| 7.2 SV Proposals | 5 |

# Objective 1

**A network that is adapted and resilient to climate change with a reduced carbon output, both in usage and maintenance, to contribute to the commitment for Somerset to be carbon neutral by 2030**

Somerset County Council and Somerset District Councils have set out our objective to work towards net zero carbon emissions by 2030. Our strategy is set out in the documents in the following link - [Somerset’s Climate Emergency Strategy documents](https://www.somerset.gov.uk/climate-emergency/somersets-climate-emergency-strategy-documents/) (link embedded). It is recommended that tenderers familiarise themselves with the content.

Specific to highway maintenance, the strategy states the following intent:

* Reviewing their own vehicle fleets to cut emissions from their own operations.
* Reviewing how the highway network is managed and maintained to ensure it is ‘futureproofed’ for expected Climate Change impacts.

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| **Question 1.1** | **Marks** |
| **Provision of vehicle fleet(s) for service delivery** | **10** |
| Describe how the main contractors’ and supply chain contractors’ vehicle fleets will effectively contribute to Somerset’s Climate Emergency Strategy objectives:   1. Set out in your response:  * the proposed fleet for each Service Area (e.g., safety repairs, environmental works, structural maintenance) * the fleet by plated Gross Vehicle Weight  1. Set out when the vehicle fleet will be mobilised and operational to ensure service delivery by the starting date. Further, state when low carbon/reduced emissions vehicles will be mobilised and operational during the contract Term 2. Set out any infrastructure required to support the vehicle fleet use, for example electric vehicle charging infrastructure. Describe how and when the infrastructure will be provided by the starting date and during the contract Term. 3. Describe your proposed process for baselining vehicle carbon emissions during year one of the contract. The Authority requires the baseline to be set using the Future Highways Research Group (FHRG) methodology. Subject areas to be considered at this stage are: 4. acquire and verify a schedule of employees' travel; comprising distances, transport modes (if by car, fuel type and engine size as a minimum, car age too, if possible), and days worked    * "big handfuls" are OK for this analysis in the first pass (e.g. average commute distances, typical car types, typical public transport distances), however, this will need to be refined over time    * note that if you provide EV charging for employees, this is covered in scope 2. 5. generate an inventory of owned / controlled Vehicles, Plant & Equipment (VPE).    * recording fuel types, fuel use and / or mileage in each case 6. a schedule of primary materials choices    * focusing on processed materials (i.e. bitumen and asphalt), as these are the big carbon contributors. 7. Describe your proposals for management of vehicle fleet carbon reduction, including    1. target setting from end of year one (not including offsetting)    2. monitoring    3. reporting of progress in achieving targets. 8. Detail vehicle tracking technology, including    1. Telematics that will be employed in the vehicles    2. how data will be used to ensure carbon efficiency    3. route planning optimisation    4. how asset utilisation will be improved | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

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| **Question 1.2** | **Marks** |
| **Reducing carbon emissions from highways activity** | **15** |
| Set out how the delivery of the service will achieve at least 50% reduction in carbon emissions arising from the activity delivered through the contract in the initial 8 year contract term from 2024 baseline levels, and effectively contribute to Somerset’s Climate Emergency Strategy objectives. Your answer should include :-   1. Describe your methods of working, business processes, and proposed innovation and new techniques.   For each proposed methodology include:   1. your methodology for introducing new processes. Identify any processes which your organisation has developed within your answer. This may include management practices, Task Order programming, supply chain engagement and other proposals to reduce carbon emissions. 2. details of any materials you propose to use to reduce carbon emissions. Identify any materials which your organisation has developed within your answer. 3. technology you propose to use to reduce carbon emissions. Identify any technology which your organisation has developed within your answer. 4. methodology for trialling and measuring effectiveness including whole life costs and the mean time between maintenance. 5. Describe how the carbon baseline will be determined for contract year 1 and monitored and tracked for subsequent years considering the proposals contained in the response to (a) above. 6. Describe the collaborative activities you will undertake which will enable your organisation to contribute to an effective Climate Change Plan which will deliver a reduction in carbon emissions from maintenance and new construction activity over the lifetime of the contract. Proposals may include working collaboratively with the Climate Change Partners (Client and Contractors across the suite of highway contracts for core maintenance contract, surfacing contract, surface dressing contract, and new assets contract) to agree and deliver a Climate Change Plan. 7. Describe your proposals for management of carbon reduction, including    1. target setting (aligned to proposals in (a) above)    2. reporting of progress in achieving targets. 8. Describe you proposals for ensuring carbon emissions are reduced throughout the supply chain and how this will be monitored and reported. 9. Provide a draft Climate Change Plan in your response that meets the Climate Change Requirements as set out in S 902 Environmental and climate emergency. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

# Objective 2

**A safe, serviceable and sustainable network that is fit for purpose for all users under all conditions and supports the development of the local economy**

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| **Question 2.1** | **Marks** |
| **Safety Defect Repairs** | **10** |
| The Client’s approach to inspecting, maintaining and repairing safety defects on the highway network is set out in the [Highway Safety Inspection Manual](https://www.somerset.gov.uk/roads-and-transport/highway-safety-inspections/) (link embedded). It is recommended that tenderers familiarise themselves with the content.   * + 1. Describe how will you provide a robust safety defect repair service that delivers quality, durable and timely repairs that minimise disruption to the highway user and enable the Authority to meet its statutory obligations. Please describe any innovation and any opportunities for carbon reduction in delivering the service.     2. Describe how safety defects will be managed and programmed for repair, particularly during periods of higher volumes, with competing demands on services, competing priorities, and seasons through the year.     3. Describe the methods used to direct the work force to the correct site and for them to receive the correct information to undertake a safety defect repair and update systems accordingly.     4. Set out your proposals to manage and mitigate risks around health and safety for your operational teams and those of the highway user.     5. Set our your proposals for traffic management arrangements associated with the safety defect repairs.     6. In dealing with safety defect repair, state how you will: * Minimise delays for the highway user * Ensure buildability * Ensure efficiency of construction  1. Describe how sites which have been made safe (where a permanent repair is not possible on first visit) will be managed, recorded, maintained and subsequently resolved. 2. Describe the supervision and quality control measures to be implemented to ensure that safety defect repairs are completed. Please include health and safety management together with any Construction (Design and Management) Regulations 2015 issues. 3. Detail how site records for each defect are executed and transmitted to the Client to provide date and time stamped before repair/after repair photographs, and relevant status updates. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

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| **Question 2.2** | **Marks** |
| **Winter Service** | **10** |
| The Clients approach in delivering winter service is set out in the Highways & Traffic Emergency & Adverse Weather Plan refer to Annex 02. It is recommended that tenderers familiarise themselves with the content.  The Client owns the fleet of twenty-three dedicated gritters, seven weather stations, five salt storage barns, approximately 105 demountable snow ploughs (used by the supply chain) and fifteen snow blowers. The scope requires the Contractor to supply the forecasting bureau, winter decision making, and salt supply.   * + Describe how you will prepare and provide a robust winter service that delivers quality, timely, and effective service to enable the Client to meet its statutory obligations. Describe any innovation and any opportunities for carbon reduction in delivering the service.   + Describe how you will provide sufficient driver resource (driver to route ratio) to operate the gritting fleet through normal and extended periods of snow and ice.   + Detail how you will manage the additional resource (supply chain and farming community) for snow clearance including: * managing and mitigating the risks around health and safety * managing and instructing operators * equipment maintenance and servicing   + Set out how you intend to provide the bureau services for winter forecasting and how you plan to deliver winter decision making role.   + Describe your proposals to manage and mitigate the risks around health and safety for your work force, and those of the highway user, that are relevant to delivering winter service.   + Detail the supervision and quality control measures to be implemented to ensure that winter services are delivered in a safe and timely manner. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

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| **Question 2.3** | **Marks** |
| **Routine and Environmental Works – Planned and Reactive Gully Maintenance** | **5** |
| The Scope requires the Contractor to supply resource, manage and deliver specified work programmes, supervise, and record asset condition data on highway drainage assets.   * + Describe how will you prepare and provide a robust planned and reactive gully emptying service that delivers quality, timeliness and effective service and enables the Client to meet its statutory obligations.   + State how you will provide sufficient resource and what plant is proposed to deliver the service.   + Detail how you implement remedial measures in the event of time delays or programme overrun.   + Set out proposals to manage and mitigate risks around health and safety for your work force, and those of the highway user, that are particularly relevant to the Service.   + Detail how known asset condition data will be managed, recorded and transferred digitally to the Client to assist with their overall asset management strategy. Please also state how you would make this information public-facing to inform Somerset communities when drainage cleansing works are due, and when works are done.   + Detail the supervision and quality control measures to be implemented to ensure that gully emptying services is undertaken in a safe and timely manner.   + Describe how you will work in collaboration with the Client and the supply chain to promote and implement mutual innovations, efficiencies, new technology and best practice for the Service.   + Set out proposals for carbon reduction, and how waste could be managed and/or re-used. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

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| **Question 2.4** | **Marks** |
| **Routine and Environmental Works - Drainage Jetting** | **5** |
| The Scope requires the Contractor to supply resource, manage and deliver specified work programmes, supervise, and record asset condition data on highway drainage assets.   * + Describe how will you prepare and provide a robust drain jetting service on highway surface water systems that delivers quality, timeliness and effective service.   + State how you will provide sufficient resource and what plant is proposed to deliver the service.   + Detail how the you will manage the additional resource for time delays or projected overrun of programme delivery.   + Explain how the you will provide additional drain jetting capacity for the service as back up for flood events and emergencies.   + Set out proposals to manage and mitigate risks around health and safety for your work force, and those of the highway user, that are particularly relevant to the Service.   + Detail how known asset condition data will be managed, recorded and transferred digitally to the Client to assist with their overall asset management strategy.   + Detail the supervision and quality control measures to be implemented to ensure that drain jetting service is undertaken in a safe and timely manner.   + Describe how you will work in collaboration with the Client and the supply chain to promote and implement mutual innovations, efficiencies, new technology and best practice for the Service.   + Set out proposals for carbon reduction, and how waste could be managed, recycled and/or re-used. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

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| **Question 2.5** | **Marks** |
| **Routine and Environmental Works - Verge Maintenance** | **5** |
| The Scope requires the Contractor to supply resource, manage and deliver specified work programmes, supervise, and record asset condition data on known highway assets.   1. Describe how will you prepare and provide a robust verge maintenance service that delivers quality, timeliness and effective service and enables the Client to meet its statutory obligations. 2. State how you will provide sufficient resource and plant to deliver the service. 3. Detail how you will manage the additional resource for time delays or projected overrun of programme delivery. 4. Set out proposals to manage and mitigate risks around health and safety for your operational teams, and those of the highway user, that are particularly relevant to the Service. 5. Detail how known asset condition data will be managed, recorded and transferred digitally to the Client to assist with their overall asset management strategy. 6. Detail the supervision and quality control measures to be implemented and how you will use technology and tracking to support service delivery and inform Somerset communities of progress. 7. Describe how you will assist the Client in collaboration to promote and implement mutual innovations, efficiencies, and best practice for the Service. 8. Set out proposals for carbon reduction, and how waste could be managed, recycled and/or re-used, paying particular attention to environmental benefits and biodiversity. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

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| **Question 2.6** | **Marks** |
| **Emergency Service – Out of Hours and Civil Emergency Response** | **5** |
| The Client is obligated to facilitate an out of hours emergency provision to respond to hazards and incidents on the highway, and a Civil Emergency Tactical and Operational response. The operational capability is to be provided by the Contractor. It is recommended that tenderers familiarise themselves with the content of the Highways & Traffic Emergency & Adverse Weather Plan as set out in Annexe 02.   * 1. Describe how you will prepare and provide a robust Emergency and Out of Hours service that is timely, effective and delivers to the required quality.   2. Detail the methods used to receive reports out of hours, direct the emergency response teams to the correct locations and for them to receive the correct information to react to incidents appropriately. The methods described need to demonstrate that they are robust and include any fail safes.   3. Clearly set out proposals to manage and mitigate risks around health and safety for your emergency response teams, and those of the highway user, that are particularly relevant to out of hours and emergency operations.   4. Detail the supervision, quality control measures and training to be implemented to ensure that emergency service tasks are completed and undertaken in accordance with the Specification.   5. Detail how you will record how each out of hours operation is executed and how these will be provided to the Client with relevant status updates. Please also include your proposed communications plan. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

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| **Question 2.7** | **Marks** |
| **Programme Management and Delivery** | **10** |
| Certainty around the delivery of the Task Order Programme is critical in line with the *Contractor’s* Strategic Resourcing Plan. This will rely on sound project management, timely instruction, programme control, and implementing effective intervention when required.   * Set out a Strategic Resourcing Plan to demonstrate and confirm how the Service (broken down against the headings listed in the Client’s Annual Plan) will be delivered over the Service Period with particular attention to   + methodology statements for each Service. This will include how the Service will be delivered through peak periods. This will include (without limitation) the delivery of, safety maintenance, routine and reactive maintenance, and winter and emergency service, and any other matters where the *Service Manager* requests methodology statements addressing peak periods,   + in-house and sub-contracted resources.   The inter-relationships between the different contracts will require collaboration and leadership with the principles of partnership working fully embraced.   1. Describe how you will assess and contribute to the design and planning phase, if required, to ensure deliverability and buildability. This should include exploring opportunities for carbon reduction by recycling, re-use, for example. 2. Describe how you would undertake any risk assessments in advance of works, how these will be reviewed, and adapted during the delivery phase. 3. Describe how would you design and manage the traffic management – what considerations would you apply and how would you engage with communities. 4. Describe how would you manage these works to reduce the impact to the travelling public, emergency services and public/school transport? 5. Describe how would you manage the road space/road closure bookings and highway authority permit scheme? | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

# Objective 3

**A service based on the intelligent client model that develops and sustains collaborative partnerships that deliver the objectives of all partners**

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| **Question 3.1** | **Marks** |
| **Organisational Structure** | **10** |
| Describe your proposed organisational structure for the delivery of the services. Your response should demonstrate that this structure will effectively, efficiently and reliably deliver the service.  Your proposal should state the following:   * + 1. The management of the contract corporately to include an organisational chart.     2. The management of the contract locally, to include details of the Senior Leadership Team and other management and support staff.     3. Curricula Vitae (CV) for the proposed Senior Leadership Team. CVs shall be in summary format and shall cover the following:  1. Name 2. Position 3. Time in position 4. Qualifications/Dates 5. Key experience and relevant skills 6. Brief career summary including relevant experience    * 1. Details of operational staff to include numbers and job titles.      2. How you will review structures to ensure they remain optimised during the term of the contract. Please also include how staff training and competency is monitored and managed. | |
| **Response:**  **Maximum of four sides of A4 - excluding CVs and Organisational Chart**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

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| **Question 3.2** | **Marks** |
| **Collaborative Working** | **10** |
| Optimising the delivery of services across this contract, Surfacing, Surface Dressing and New Assets, will require a collaborative approach between contractors. This will require active engagement by the various contractors and suppliers delivering the different highways contracts. They will work together to achieve a common purpose and achieve a better outcome for Somerset residents and road users.   1. Describe how you will proactively participate in the partnership. Set out any proposals to share or pool resources, knowledge, and people. 2. Proposals for regular performance meetings with a focus of delivering continuous improvement in service delivery. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

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| **Question 3.3** | **Marks** |
| **Performance Management** | **10** |
| Set out your proposals to produce Key Performance Indicator (KPI) information. Describe how the KPI’s will be determined, their value to understanding service performance, and their subsequent review.  As a minimum these are to include, but not limited to:   1. On Time delivery 2. Quality – including numbers of defects and defect resolution 3. Cost 4. Low Service Damages 5. Health and Safety   Note  \* Social Value commitments and measures are detailed separately under question 7.2. Do not duplicate within this question.  \* Carbon Reduction To be included within the Performance Table within X29 or included as a KPI to be resolved. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

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| **Question 3.4** | **Marks** |
| **Mobilisation** | **10** |
| The mobilisation phase of the contract will be subject to a sufficiently detailed Mobilisation Plan. The purpose of which is to demonstrate to the Client that due consideration is given to a seamless transfer of the service.  Your response must provide:   * a narrative description * a Gantt chart   The Gantt chart needs to be at a high level, in a generally accessible format (MS Project) and provided as a copy in pdf format (the Gantt chart will not count towards the response page count). Note – a fully detailed ‘Contract Mobilisation Programme’ will be required in accordance with S1000 by the appointed Supplier prior to the starting date. This question is **not** asking for the fully detailed ‘Contract Mobilisation Programme’.  The narrative description must cover the following points:   1. Describe how you will ensure a full service including 24/7 cover for emergency service and safety defect repairs is up and running by the starting date. 2. Describe how you will ensure depots, storage areas, offices and other premises are ready for the starting date. 3. Describe how you will ensure plant and equipment and materials are available by the starting date. 4. Describe how you will ensure people are available to start by the starting date and have the necessary competency and training to deliver the service safely, effectively and efficiently. 5. Describe how you will ensure your processes are ready and accessible to those delivering the contract from the starting date. 6. Describe how you will ensure supporting technology, including communications, and systems are available by the starting date. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

# Objective 4

**A flexible and agile service that attracts and retains the best people and embraces best practice and new technologies to enable innovation**

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| **Question 4.1** | **Marks** |
| **Local Government Reorganisation – a Flexible and Agile Service** | **15** |
| The Government has confirmed that Somerset’s five councils will be replaced by a single council delivering all council services to communities in the county. [The original proposal for the new council can be found here](https://newsomersetcouncil.org.uk/wp-content/uploads/2021/11/Business-Case-Final-Submission.pdf). This proposal was approved by the Secretary of State in July 2021. Tenderers are encouraged to read this document.  The County and District Councils are now working together to deliver the new council for Somerset that will bring together existing council services. The five councils will also work with partners, City, Town and Parish Councils and residents to create a new council which delivers for everyone.  The new council will officially come into being on 1st April 2023 However, there will be a need to explore all options for integration of services and the delivery of financial and operational efficiencies post Vesting Day.   * + Describe how you will contribute to this integration process.   + Describe how you will adopt flexible and agile principles in the event of other works being introduced into the highways contract – this may be, but not limited to and by way of example, car park maintenance, amenity grass cutting, non-highway asset maintenance.   + State any proposals to meet the requirements of the business case and any opportunities for transformation to integrate services. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

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| **Question 4.2** | **Marks** |
| **Resources and People** | **10** |
| Describe how you intend to deliver the contract, without duplicating any responses contained in Objective 3 of the Quality Questions.   * + State how any peaks and troughs of workload will be managed.   + State your recruitment and retention policies.   + Describe how you ‘grow your own’ through succession planning, apprenticeship schemes, and any similar schemes.   + Set out your use of in-house and sub-contracted resources. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

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| **Question 4.3** | **Marks** |
| **New Technologies, Innovation and Digital Transformation** | **15** |
| The Client is keen to note new technologies and innovation should not be limited to products or financial efficiencies. It is about people, ideas, and leadership. It is about clearly understanding the current and evolving priorities for the new council by listening to our communities, collaborating with stakeholders, capturing the potential for enhancing outcomes, and scaling it up.   * 1. Implementing innovative solutions require a deliberate strategy to meet business objectives, clear processes for the identification of outcomes, timely and effective ideas and implementation management, and measuring of results. Describe how you will approach implementation of innovative solutions for the Client. Examples of previous work and the results in this area may be provide to demonstrate the approach is effective.   2. An important and enabling element for innovation is a culture that encourages intelligent risk taking and recognises and rewards innovation. Describe how you will promote and deliver an innovative and creative culture working with the Client and other stakeholders? Examples of previous work and the results in this area may be provided to demonstrate the approach is effective.   3. The Client is keen to promote an active campaign of digital transformation and recognise it cannot be done in isolation. Describe your proposals for digital transformation, how you would promote and deliver the proposals, together with outline timescales. Include details of systems you propose to use to deliver an effective service, including task management, and communicate across teams, stakeholders and the Client. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

# Objective 5

**Sustain a financially resilient service that adopts robust asset management principles and delivers best value with the resources available**

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| **Question 5.1** | **Marks** |
| **Financial Monitoring, Audit and Reporting** | **10** |
| A robust system and transparent local authority financial reporting are key to delivering value for money for taxpayers. It is critical that robust governance mechanisms are in place for financial monitoring, audit and reporting.   1. Describe how you will ensure transparency and accountability. 2. Set out how will you promote strong financial governance and ensure contemporary financial records are available to support audit of payments made together with ensuring the Client meets its financial and regulatory frameworks. 3. Set out how the response in (b) will influence and contribute to effective asset management and deliver best value and/or whole life cost. 4. It is essential that the financial reporting and audit process can inform, interpret and address any financial risks. Describe how this will be achieved collaboratively with the Client and other stakeholders. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

# Objective 6

**Optimise service efficiency and maximise income from commercialisation and external funding**

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| **Question 6.1** | **Marks** |
| **Commercialisation and external funding** | **10** |
| In order to protect valuable frontline services and ensure positive outcomes for local communities, the Client is encouraging greater service efficiency and income from commercial opportunities and external funding sources.   1. Describe how you will identify and deliver commercialisation opportunities and secure external funding. Set out any resulting potential revenue. Examples of previous successful approaches may be provided to demonstrate effectiveness. 2. Describe your approach to ensuring positive outcomes for local communities are achieved during the term of the contract, identifying any potential revenue generation, investment, collaboration opportunities and their associated timescales and resource implications. | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

# Objective 7

**A service that maximises social value and provides valuable local opportunities for individuals and businesses**

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| **Question 7.1** | **Marks** |
| **Social Value (SV) Calculator Tool** | **10** |
| Suppliers are expected to make defined commitments to delivering Social Value through the delivery of this contract.  Complete the Social Value Calculator embedded below with any proposed commitments to Social Value within your Tender submission. | |
| **Response:**  **Use the embedded document below for your response.**    **May be provided as a separate document for tender submission – state here the title of the document submitted as part of the tender** | |

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| **Question 7.2** | **Marks** |
| **Description of Commitment** | **10** |
| With respect to Social Value set out the following:   * 1. Outline your experience in delivering the Social Value commitments set out in the Social Value Calculator within SV1.   2. Detail for the stated commitments in SV1 how you propose to effectively:  1. Benchmark 2. Deliver 3. Track 4. Report   Please note, these commitments will form part of ongoing contract management with the appointed Contractor | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |

# Objective 8

**An informed community that has high public satisfaction and is engaged and enabled to do more for themselves**

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| **Question 8.1** | **Marks** |
| **Local Government Reorganisation – Informing Communities** | **10** |
| The Government has confirmed that Somerset’s five councils will be replaced by a single council delivering all council services to communities in the county. The new council will officially come into being in April 2023.  Somerset’s County and District Councils are now working together to deliver the new council for Somerset that will bring together existing council services. The five councils will also work with partners, City, Town and Parish Councils and residents to create a new council which delivers for everyone.  [The original proposal for the new council can be found here](https://newsomersetcouncil.org.uk/wp-content/uploads/2021/11/Business-Case-Final-Submission.pdf). This proposal was approved by the Secretary of State in July 2021. Tenderers are encouraged to read this document.  One of the cornerstones of the business case is to strengthen the engagement and relationship with Somerset communities and create the infrastructure to enable them to do more for themselves.  Please see the recommendations around Local Community Networks (LCN’s). Whilst work is currently ongoing to ‘place-shape’ this proposal, it is clear the highways service area is a key contributor. This will require an approach by the Client and the Contractor that is flexible, engaging and focuses on relationship building.   * 1. Please describe your proposals how the Client can transfer the LCN outcomes set out in the business case in to ‘real world’ highway service delivery and better engage and empower communities. Please also state how you will deliver these proposals and over what timeframe.   2. How will your approach assure that members of the public do not need to complain about your service delivery?   3. How would public satisfaction of the service be monitored and reported across contracts? | |
| **Response:**  **Maximum of four sides of A4**  **May be provided as a separate document – state here the title of the document submitted as part of the tender** | |