**SS17064**

Road Asset Renewal Contract

**Schedule 4**

**QUALITY QUESTIONS**

Growth, Environment and Transport





**Important Notice**

This document has been prepared by The Kent County Council (“the Client”) to present the Client’s requirements and provides details to tenderers for this stage of the tender process.

This document shall be read in conjunction with:

Schedule 1 Invitation to Tender.

Schedule 2 Forms for Completion.

Schedule 3 Conditions of Contract.

Schedule 4 Quality Questions (this document).

Schedule 5 Financial.

Schedule 6 Service Information.

If a bidder considers that any of the information submitted in its tender should not be disclosed by the Client under a Freedom of Information Act 2000 request, it will have to set this out in the Freedom of Information Form provided by the Client in Schedule 2 (Forms for Completion). The bidder will accept any decision made by the Client as set out in the Freedom of Information Form.

You are advised to read all sections carefully before tendering. Should you have any difficulties with the tender, documentation or process please contact Strategic Sourcing & Procurement via the ‘Messages’ facility on the Kent Business Portal as identified in Section 3: Instructions of the Invitation to Tender.

This documentation is non-transferable.

**Schedule 4: Award Criteria**

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| **SS17064** | **Road Asset Renewal Contract** |
| **Deadline for receipt of Award Criteria**  **(UK date and time)** | **12pm (noon) on XX February 2018** |

**Notes for Completion**

1. The “Client” means the public sector contracting authority, or anyone acting on behalf of the contracting authority, that is seeking to invite suitable Suppliers to participate in this procurement process. For the purposes of this Schedule, “Client” refers to Kent County Council.
2. “You”/ “Your” or “Supplier” means the body completing these questions **i.e. the legal entity seeking to be invited to the next stage of the procurement process and responsible for the information provided.** The ‘Supplier’ is intended to cover any economic operator as defined by the Public Contracts Regulations 2015 and could be a registered company; charitable organisation; Voluntary Community and Social Enterprise (VCSE); Special Purpose Vehicle; or other form of entity.
3. This Schedule has been designed to assess the suitability of a Supplier to deliver the Client’s contract requirement(s). If you are successful at this stage of the procurement process, you will be selected for the subsequent award stage of the process.
4. Please ensure that all questions are completed in full, and in the format requested. Failure to do so may result in your submission being disqualified. If the question does not apply to you, please state clearly ‘N/A’.
5. Should you need to provide additional Appendices in response to the questions, these should be numbered clearly and listed as part of your declaration. A template for providing additional information is provided at the end of this document.

**Assessment Methodology**

1. The responses received to the following questions will be assessed using the methodology outlined below. The evaluation criteria and weightings can be found in **Schedule 1 - Invitation to Tender**.

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| **Section 1.** | **Supplier Information** | **0% (Information only)** |
| **Section 8.** | **Quality Questions** | **100% (Scored)** |
| **Section 9.** | **Declaration** | **Information only** |

**Verification of Information Provided**

1. Whilst reserving the right to request information at any time throughout the procurement process, the Client may enable the Supplier to self-certify that there are no mandatory/discretionary grounds for excluding their organisation. When requesting evidence that the Supplier can meet the specified requirements (such as the questions in section 6 of this Schedule relating to Technical and Professional Ability) the Client may only obtain such evidence after the final tender evaluation decision i.e. from the winning Supplier only.

**Sub-contracting Arrangements**

1. Where the Supplier proposes to use one or more sub-contractors to deliver some or all of the contract requirements, a separate Appendix should be used to provide details of the proposed bidding model that includes members of the supply chain, the percentage of work being delivered by each sub-contractor and the key contract deliverables each sub-contractor will be responsible for.
2. The Client recognises that arrangements in relation to sub-contracting may be subject to future change, and may not be finalised until a later date. However, Suppliers should be aware that where information provided to the Client indicates that sub-contractors are to play a significant role in delivering key contract requirements, any changes to those sub-contracting arrangements may affect the ability of the Supplier to proceed with the procurement process or to provide the supplies and/or services required. Suppliers should therefore notify the Client immediately of any change in the proposed sub-contractor arrangements. The Client reserves the right to deselect the Supplier prior to any award of contract, based on an assessment of the updated information.

**Consortia Arrangements**

1. If the Supplier completing this Schedule is doing so as part of a proposed consortium, the following information must be provided;

* names of all consortium members;
* the lead member of the consortium who will be contractually responsible for delivery of the contract (if a separate legal entity is not being created); and
* if the consortium is not proposing to form a legal entity, full details of proposed arrangements within a separate Appendix.

1. Please note that the Client may require the consortium to assume a specific legal form if awarded the contract, to the extent that a specific legal form is deemed by the Client as being necessary for the satisfactory performance of the contract.
2. All members of the consortium will be required to provide the information required in all sections of the Schedule as part of a single composite response to the Client i.e. each member of the consortium is required to complete the form.
3. Where you are proposing to create a separate legal entity, such as a Special Purpose Vehicle (SPV), you should provide details of the actual or proposed percentage shareholding of the constituent members within the new legal entity in a separate Appendix.
4. The Client recognises that arrangements in relation to a consortium bid may be subject to future change. Suppliers should therefore respond on the basis of the arrangements as currently envisaged. Suppliers are reminded that the Client must be immediately notified of any changes, or proposed changes, in relation to the bidding model so that a further assessment can be carried out by applying the selection criteria to the new information provided. The Client reserves the right to deselect the Supplier prior to any award of contract, based on an assessment of the updated information.

**Confidentiality**

1. When providing details of contracts in answering section 6 of this Schedule (Technical and Professional Ability), the Supplier agrees to waive any contractual or other confidentiality rights and obligations associated with these contracts.
2. The Client reserves the right to contact the named customer contact in section 6 regarding the contracts included in section 6. The named customer contact does not owe the Client any duty of care or have any legal liability, except for any deceitful or maliciously false statements of fact.
3. The Client confirms that it will keep confidential and will not disclose to any third parties any information obtained from a named customer contact, other than to the Cabinet Office and/or contracting authorities defined by the Public Contracts Regulations.

1. Supplier Information

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| **1.1 Contact details** | |
| Supplier contact details for enquiries about this Schedule | |
| Name |  |
| Postal address |  |
| Country |  |
| Phone |  |
| Mobile |  |
| E-mail |  |

## 2 – Award Criteria / Quality Questions

**Evaluation Criteria**

* 1. All tenders received will be considered on the information contained in the tender or obtained by the Council as a direct result of the tender process. Submissions will be assessed on the basis of most economically advantageous tender which will take into account the following:

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| **Criteria** | **Weighting** |
| Customer Ethos and Member Engagement | 20% |
| Mobilisation | 20% |
| Programming/Permitting | 20% |
| Approach to Construction | 20% |
| Additional Larger Schemes | 10% |
| Performance Framework | 10% |
| **Total** | **100%** |

* 1. The Quality Questions are awarded a score of 0, 3, 6, 8 and 10 in accordance with the Evaluation Criteria detailed in each questions.
  2. If you score less than 55% for the quality evaluationthe Council may, at its discretion, disqualify the tender.

**Evaluation Criteria**

**10 - Excellent Standard**

The response covers all prompts and is supported by comprehensive detail which is realistic and deliverable in all aspects. This gives the Client complete confidence in the tenderers’ ability to deliver this requirement.

**8 - Good Standard**

The response covers all prompts which are realistic and deliverable. Sufficient supporting detail has been provided in at least five of the prompts. Evidence to other prompts may be lacking in detail or highlight concern within this requirement. This gives the Client a high level of confidence in the tenderers’ ability to deliver this requirement.

**6 – Acceptable Standard**

The response covers at least five prompts which are realistic and deliverable. Sufficient supporting detail has been provided in four or more of these. Evidence to other prompts may be missing, lacking in detail or highlight concern within this requirement. This gives the Client confidence with minor concerns in the tenderers’ ability to deliver this requirement.

**3 - Weak Standard**

The response covers at least three prompts which are realistic and deliverable. Sufficient supporting detail has been provided in two or more of these. Evidence to other prompts may be missing, lacking in detail or highlight concern within this requirement. This gives the Client limited confidence in the tenderers’ ability to deliver this requirement.

**0 - Unacceptable Standard**

Either the response was not provided or not relevant to the question and/or fails to address more than two prompts. This does not give the Client confidence in the tenderers ability to deliver this requirement.

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| **Question 1 – Customer Ethos and Member Engagement**  **Question Weighting 20%** | | |
|  | **Criteria** | **Guidance** |
| **Q1** | |  | | --- | | Kent County Council (KCC) is a very customer focussed organisation. Its Highways, Transportation and Waste (HTW) division alone receives around 250,000 contacts from members of the public each year, and we actively engage with elected representatives, such as our County Members, Borough and Parish Councillors and local MPs. Our political representatives and the Kent public are thus at the centre of everything this organisation and division does, and it is critical that we deliver highway maintenance services and improvement schemes in a way that takes their needs into account.  Our overall approach to customer service is set out in our Customer Service Policy, located (LOCATION IN TENDER PACK).  The contractor plays a key role in supporting KCC officers to deliver that customer-focussed service by managing service delivery in a way that has customers in mind.  Tenderers should demonstrate specifically how they will deliver excellent and improving customer service through their management of these works and by focusing on the following two points.  1: Service provision  Tenderers should critically review the service information and provide feedback on where it may contain limitations that would restrict their ability to provide excellent customer service. They should also include an assessment of where they would be able to exceed the customer service requirements set out in the service information.  Tenderers should also critically analyse their own current approach to customer service and describe how they would further improve this.  2: Customer feedback surveys  KCC regularly surveys customers impacted by our highway works.  Tenderers should describe how they would assist in these surveys and how they will use the feedback from these to further improve the customer service both we and they provide. |   **(No more than 4 sides of A4, font size 11)** | The purpose of this question is to demonstrate that the tenderers fully understand Kent’s customer ethos, how it will ensure that all managers and operatives fully understand that ethos, and how it will actively support and engage with KCC officers to ensure that the manner in which maintenance is planned, managed and delivered on the ground contributes to promoting a positive image of KCC and its delivery of highway resurfacing.  Tenderers should demonstrate:   * That they truly understand KCC’s customer ethos. * That they can and will identify risks to customer service delivery and mitigate against these before they occur. * That they will work to resolve member and customer issues proactively and to everyone’s satisfaction. * How specifically they will embed that understanding of our customer ethos in all staff working on this contract. * That they understand why we do customer feedback surveys and how they will use this data to improve their own customer service. * Where incidents of poor customer service do occur, that they will learn from these and make it right.   Tenderers are encouraged to demonstrate how they will deliver this stating approaches that may have been implemented on other contracts. |

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| Please enter your response below. No more than 4 sides of A4 per question |
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| **Question 2 – Mobilisation**  **Question Weighting 20%** | | |
|  | **Criteria** | **Guidance** |
| **Q2** | |  | | --- | | All works delivered under this contract will be pre-planned and delivered as part of a programme of schemes.  Effective programming is key to successful delivery of this service. Once work is issued, prompt production of construction programmes allows us to meet our statutory notification requirements and also allows early notification and engagement with utilities, stakeholders and affected residents/businesses to minimise the impact of the works on these parties.  This is especially important during the mobilisation period to ensure works can be fully delivered at the start of the contract.  Details of the first issue pack of task orders, along with an indicative list of further works to deliver by the end of March 2019 are contained in “LOCATION IN TENDER PACK”.  Tenderers should provide an indicative detailed construction programme for these works for the period from 1st July to 31st July 2018.This should be able to form the basis of their proposed detailed construction programme should they be awarded the contract without significant changes.  Tenderers should also describe how they will ensure they are fully mobilised and able to begin construction on the 1st July 2018. |   **(No more than 4 sides of A4, font size 11)** | Tenderers should describe how they will prepare and mobilise for the works commencement date of 1st July 2018. Tenderers need to evidence how they can effectively programme this period to ensure the service is delivered effectively from the starting date and that there is a smooth transition from the incumbent contractor in accordance with Schedule 3 (Conditions of Contract) and Schedule 6 (Service Information).  The answer should demonstrate a clear mobilisation plan for the this period and the first month of activity to ensure they can meet the start date in accordance with Schedule 6 (Service Information).  **Failure to provide a Gantt Chart will result in the tender being unable to score more than three marks (Weak Standard).**  The Gantt Chart is to be used for tender assessment only to demonstrate confidence that the tenderer can mobilise prior to the starting date and propose how they could deliver the first month’s service period. This will not form part of the contract and will be excluded from the word limit.  Tenderers should demonstrate:   * That they can produce a realistic works programme * That they understand the importance of taking all scheme limitations and constraints into account when programming. * That they are capable of starting works on the 1st July 2018 * That they can resource any necessary activity including site visits prior to 1st July to enable a start on that date. * Identify main risks to starting work on 1st July. * What they will specifically do to mitigate those risks. |

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| **Question 3 – Draft Programme**  **Question Weighting 20%** | | |
|  | **Criteria** | **Guidance** |
| **Q3** | |  | | --- | | Once the contract is established and mobilisation is complete, effective programming will retain its importance.  Avoiding unnecessary programme changes, especially at short notice, is also critical to minimise the disruption that these changes can cause and the reputational damage which can result.  Compliance with the requirements of the Kent Permit Scheme and Kent Lane Rental Scheme (KLRS) is also of critical importance  Tenderers should set out how they intend to programme these works on an ongoing basis and ensure a fully resourced and achievable construction programme is provided and regularly updated within acceptable timeframes.  Your answer should include details of how you will comply with the requirements of both the Kent Permit Scheme and the KLRS.  Tenderers should also provide an outline programme from the period from the 1st August to the 30th September 2018. |   **(No more than 4 sides of A4, font size 11)** | The purpose of this question is to show that the tenderers can programme these works on an ongoing basis.  Tenderers should demonstrate:   * That they will promptly produce a works programme, derived in conjunction with the client. * That they will endeavour to avoid unnecessary programme changes * That they understand permit/lane rental approval is different from our acceptance of programme. * That they understand the role Street Works play in the works approval process. * How they will comply with the ETON requirements for permitting. * Identify the main risks to programme delivery and what they will specifically do in mitigation. |

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| **Question 4 – Scheme/Site Management**  **Question Weighting 20%** | | |
|  | **Criteria** | **Guidance** |
| **Q4** | |  | | --- | | Kent is a large county with a diverse range of environments combining a mix of densely populated urban centres within wide rural areas of nature and agriculture.  Kent’s location nationally and its contribution to the economy means that despite the size and capacity of our highway network, the demands placed on this are high with large and increasing traffic volumes.  The works carried out under this contract will also vary significantly in size, scope and risk.  These factors, along with the nature of our neighbouring areas and the facilities available within Kent, present a number of opportunities as well as difficulties and challenges to works delivery.  Tenderers should detail their approach to construction to demonstrate their understanding of the restrictions and challenges they will face when working on Kent’s road network and explain how they will mitigate these to ensure they can successfully deliver renewal works under this contract.  Your answer should include general constraints you are likely to face when working across the county, as well as site specific ones likely to be encountered due to the diverse nature of our highway network.  Please consider sites ranging from urban to rural and major dual carriageways, to minor country lanes. |   **(No more than 4 sides of A4, font size 11)** | The purpose of this question is to demonstrate that the tenderers fully understand the reality of working on Kent’s roads and the diverse range of environments.  Tenderers should demonstrate:   * Understand the key general constraints of working in Kent: * Appreciate the range of schemes they may be tasked to deliver, including programming skewing toward large or small schemes. * Identify the range of site specific issues and challenges likely to be faced on range of sites, from minor to major roads, urban to rural. * Identify what it would do to identify mitigate risks concerned with those issues and constraints. * They understand that this is not just about physical constraints. * Specific recommendations for maximising productivity against the context of varied environments and constraints.   Tenderers are encouraged to demonstrate how they will deliver this stating approaches that may have been implemented on other contracts. |

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| **Question 5 – Additional Large Schemes**  **Question Weighting 10%** | | |
|  | **Criteria** | **Guidance** |
| **Q5** | |  | | --- | | Due to the increasing number of roads reaching the end of their structural service life, The Client occasionally needs to carry out large scale road renewal projects in addition to the normal programmed resurfacing works. These may involve full depth reconstruction of a length of carriageway over a period of many weeks.  The nature of these works requires significant amounts of preparation, construction resources and customer engagement. They can also involve activities or materials which would not be standard items under this contract.  While the intention is to in future deliver these works through separate procurements, where restrictions on time or resources prevent this, KCC may seek to deliver these schemes through existing arrangements, such as this contract.  Details of an example scheme of this nature are contained in “LOCATION IN TENDER PACK”.  These works would involve reconstruction of this road and given the location, complex scope of works and high profile nature of the site there is likely to be significant public interest in the works and potential for major disruption to local business and residents.  Tenderers should describe how they would deliver this major scheme given the site constraints while minimising disruption to the local area. Particular attention should be given to properties affected by the works, other stakeholders, as well as how they could be delivered without affecting the core programme of resurfacing works.  Your answer should include details of how you will engage with us to plan these works. Also, please include details of the procurement methods which you would support using for these works and how you would apply these to ensure we receive best value for money. |   **(No more than 4 sides of A4, font size 11)** | The purpose of this question is to demonstrate that the tenderers could deliver large schemes beyond the scope of the core contract.  Tenderers should demonstrate:   * The ability to draw on reach back into the wider company to deliver large schemes. * That they will accurately value the work and through competitive pricing, will deliver good value for money. * Innovation where possible to reduce costs/impacts. * Working with us to plan works and communicate with stakeholders. * Planning resourcing to avoid impact on core programme. * What specifically it would do to identify and mitigate risks |

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| **Question 6 – Performance**  **Question Weighting 10%** | | |
|  | **Criteria** | **Guidance** |
| **Q6** | |  | | --- | | A performance model to help understand and improve service delivery has been set out in the tender document. However the Service Manager wants to ensure the model not only measures the key elements of the process so that both the Contractor and Service Manager can work together to improve process, systems and performance but also that it sufficiently incentivise the Contractor to manage performance, work closely with the Service Manager and take action when necessary.  This key activity will be included in the negotiation phase of the tender process but in the first instance the Tenderer is asked to critically review the proposed model and submit:   * A SWOT analysis of the current model (the threats element must include key risks to service delivery or implications to overhead or SoR rate increases ) * Recommended amendments * Suggested positive incentives for good performance |   **(No more than 4 sides of A4, font size 11)** | The purpose of this question is to get feedback on the performance framework  Tenderers should demonstrate that they:   * Understand the requirements the performance framework places on them. * Buy into the concept and are willing to work with us to develop this * That they will be honest with us and provide critical feedback where it is due. * Demonstrate understand of this key element by making recommendations on how it may be improved to provide a better customer experience. * What specifically they will do to ensure these measures are achieved. * Demonstrate understanding by making specific recommendations on how the Kent Performance Measures may be improved to achieve our customer service and performance objectives. |

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| Please enter your response below. No more than 4 sides of A4 per question |
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## 9 – Declaration

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|  | I declare that to the best of my knowledge the answers submitted to these questions are correct. I understand that the information will be used in the selection process to assess my organisation’s suitability to be invited to participate further in this procurement, and I am signing on behalf of.................................................. (**Insert name of Supplier**).  I understand that the Client may reject my submission if there is a failure to answer all relevant questions fully or if I provide false/misleading information. I have provided a full list of any Appendices used to provide additional information in response to questions.  I also declare that there is no conflict of interest in relation to the Client’s requirement. | |
| **SCHEDULE COMPLETED BY** | |
| 8.1 | Name |  |
| 8.2 | Role in organisation |  |
| 8.3 | Date |  |
| 8.4 | Signature |  |

**Template for Appendices**

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| **Appendix Number -** |
| **Section Number -** |
| **Question Number -** |
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