Masterclass 5: Selecting the Right Provider

Presenters:

Tony Newberry: Project Director - Procurement & Supply Chain, Sweett (UK) Ltd

Paul Watkins: Regional Bid Manager, Vinci Construction (UK) Ltd
House keeping

- Mobiles off
- Toilets
- No Fire / Fire exits
Objectives

- To outline the fundamentals of a good selection competition (from a client’s perspective).
- To give you a generic process (compatible with EU procurement law), which can be tailored to your organisation’s and projects unique circumstances.
- What (from a Provider’s perspective) makes a good tender process and document.
- How to ‘get behind the gloss’ of the bid documents.
Agenda

- About the C&P SIG (briefly), inc Future Events
- Tony
- Paul
One of the first SIGs

Flourished and then declined.

A conference some 5 years ago: members wanted the basics of contracts & procurement. Some mentioned work winning as a topic to cover.

We run a combination of basic training events called “seminars” (always booked up well in advance) & more leading edge events.
The Contracts & Procurement Specific Interest Group:

- Exists to promote and disseminate knowledge, understanding and good practice of contracts and procurement in a project & programme environment.
- Aims is to become a lively and constructive debating forum which takes existing best practice and helps make it better.
- Wants to be disseminating this knowledge, understanding and better than best practice through a variety of accessible means.
- Has a long term aspiration to become recognised as an international forum at the leading edge of excellence in contracts & procurement for projects.
The Outer Circle (& beyond): Receive Information via general APM publicity.

The Middle Circle: Those on the C&P web mailing list.

The Inner Circle Circle: Those who are willing to contribute when asked e.g. Talks, contributing & reviewing documents. Limited direct emails.

Future Events

- Tomorrow: Regional Corporates do. Presentation on Bidding & Bid Management Initiative / Chapter.
- 3rd October: ‘Basic Contract Law for Successful Projects’ by VWV and ‘What is NEC3?’ by JB in Swindon.
- 11th October: Trends & Lessons Learnt in Contracting
- 21st November 2012: Master class 6 Managing the Contract by John Lake
Master Class 5:
Selecting the right provider for your contract
Today’s Team

Tony Newberry
Procurement Project Director, Sweett Group Limited

Paul Watkins
Bid Manager, Vinci Construction
Objectives of the Event

- Fundamentals of Selection
- Generic Guidance (EU Procurement)
- See it from the Bidders Side
- Demonstrate a 2 stage process as a case study

- Learning
- Guidance for consideration
- Interactive
- Hopefully enjoy an ‘interesting’ subject
Rules of the event

- No Screaming, kicking or punching
- Eye gouging is not permitted
- Spear tackles “maybe” met with a yellow card
- Everyone has a voice and a right to be heard
- Respect opinions
- Please listen, get the messages and put in to practice

- This is valuable time well spent

- Please enjoy and be interactive – or it’s 4 hours of me and him!
Agenda

- Welcome
- Agenda and Objectives
- Introductions
- EU Procurement – Background
- Procurement Methods
- Putting the rules in to practice = best practice procurement (2012)
- Case Study
Introductions

• Name
• Company
• Position

• One thing that we should know about you
EU Procurement
Total Procurement Spend
£236bn
Pressure on public sector procurement?

1. Focus on cost reduction
   - Remove requirement
   - Reduce scope
   - Get a cheaper price

2. Increased buying power
   - Centralised purchasing
   - Category Management
   - More Services for less

3. Better co-ordination across the geographic area / alignment with others
   - Does this mean standardisation

4. Budget control
   - Publishing of contracts
   - Data Collection and Information sharing

5. Risk and Demand Management
   - Forward planning
   - Market understanding

6. Supplier landscape will change
   - Less suppliers? Larger Contracts?
   - What does this mean for SME’s?

... And all of the previous requirements including EU Procurement!
Who does it affect?

• 2012/13 - £175 billion UK public spending (13% of GDP)
• Contracting Authority
• National, Local, ‘Quasi’, ‘On behalf’
• Economic Operator
• all tax payers!
The Aims

- free movement
- anti national discrimination
- competition
- restructure markets and achieve economies of scale
- stimulate research and development
- transparency and objectivity
Often called “OJEC/OJEU” Process, “EU Procurement”, etc

Definition - Public Procurement
“Purchasing by public sector authorities and bodies of works, services and supplies”
What does it mean?

- all have a right to know about the contracts that are available
- all Candidates and Tenderers need to be assessed on an objective and fair basis
- robust and understood procedures should be used to ensure equal treatment
- minimum timescales to be used to allow bidders time to prepare
- criteria set in advance and published
- all have the right to know who was awarded the work and right to challenge
I’m not public sector.....

- Tax payer
- Best practice procurement
- Leading change through out Europe in procurement
- Legal support – decisions helping you define a course of action
- Increased probity in decision making
- Put value at the heart – but value is what you want it to be!
- Match the outcome to the strategy
Stage one – Understanding Requirements
Classification?

Part A Services
(full process)

Accounting, auditing, book-keeping, Market research and opinion polling, Management consultancy, Architectural, engineering, urban planning, landscaping and related technical services, Advertising, Building cleaning and property management, Sewerage and refuse disposal, IT Services, Financial Services Transport and courier services, Maintenance and repair of vehicles and equipment…..

Part B Services
(part process – limited to technical spec, contract award notice only)

Catering, Legal, Security, Educational Health and Social Recreational, Cultural and Sporting….
Stage One – Understanding Requirements

Gathering information

- hierarchical support (Board)
- budget holders
- Service Delivery Management
- users of the agreement
- inter-related departments – IT / finance
- tenants
- local residents

<table>
<thead>
<tr>
<th>R</th>
<th>Who is Responsible</th>
<th>The person who is assigned to do the work</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Who is Accountable</td>
<td>The person who makes the final decision and has the ultimate ownership</td>
</tr>
<tr>
<td>C</td>
<td>Who is Consulted</td>
<td>The person who must be consulted before a decision or action is taken</td>
</tr>
<tr>
<td>I</td>
<td>Who is Informed</td>
<td>The person who must be informed that a decision or action has been taken</td>
</tr>
</tbody>
</table>
## Example RACI

<table>
<thead>
<tr>
<th>Process Step</th>
<th>Responsible</th>
<th>Accountable</th>
<th>Consult</th>
<th>Inform</th>
<th>Gateway</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Strategy</td>
<td>Ian Wild - AM Director</td>
<td>Charles Ellis - Asset Manager</td>
<td>Asset Management Team, Housing Management Team, Residents, Board</td>
<td>HR, Finance, Development</td>
<td>Yes - Communication Strategy</td>
</tr>
<tr>
<td>Develop Contract Notice</td>
<td>Ian Wild - AM Director</td>
<td>Charles Ellis - Asset Manager</td>
<td></td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>PQQ Development</td>
<td>Charles Ellis - Asset Manager</td>
<td></td>
<td>Asset Management Team, Residents</td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>PQQ Evaluation</td>
<td>Ian Wild - AM Director</td>
<td>Charles Ellis - Asset Manager</td>
<td></td>
<td></td>
<td>No</td>
</tr>
</tbody>
</table>
Statement of Need:

- RACI
- how will they use?
- who is affected by their delivery?
- quantify – current providers, value, service, contracts, cost model, performance data, service level requirements
- 360 degree review
- summary for desktop review

“To get to where you want to be, first you must understand where you are now”
Stage One – Understanding Requirements

Does EU Procurement apply?

EU Procurement Thresholds apply from 1 January 2012 to 31 December 2013.

<table>
<thead>
<tr>
<th>Supplies</th>
<th>Services (maintenance)</th>
<th>Works (new build)</th>
</tr>
</thead>
<tbody>
<tr>
<td>£173,934 or €200,000</td>
<td>£173,934 or €200,000</td>
<td>£4,348,350 or €5,000,000</td>
</tr>
</tbody>
</table>

- Net of VAT
- based on estimated value
- aggregation
  - over 4 years
Stage One – Understanding Requirements

Building a Procurement Strategy

• review information gathered
• what needs to change?
• what do we want to keep?
• what does ‘good’ look like?
• what agendas do we have to consider?
• what are the risks to be managed?
• revised profile ready for procurement

Stakeholder Workshop

End User Voice Workshop
Defining Value For Money

- VfM is the optimum combination of cost, quality and fitness for purpose to meet the buyer’s requirements (it is not about the lowest price)

- Local authorities are subject to the Best Value guidelines – how does your business define it?

- Embraces the concept of the ‘price-quality’ relationship

- Selection usually will be made on the most economically advantageous tender (MEAT)
Stage One – Understanding Requirements

- define what is required
- consult with providers
- understand interest
- can the service and objectives be met?
- ready to ‘sell’ the strategy?

Can the market meet the requirements?
Stage One – Understanding Requirements

Procurement Core Group

- key stakeholders
- user engagement
- programme
- understand workload
- knowledge
- buy-in through communication

Restricted procedure:

1. Issue prior information notice (PIN)
   - Yes: Reduced timescales can be used
   - No: Full minimum timescales to be adhered to

2. Submit contract notice

3. Issue pre-qualification questionnaire
   - PQQ return date

4. Pre-qualification assessment

5. Issue Invitation to tender
   - Tender return date

6. Tender evaluation
   - 10 day standstill period

7. Contract award notice
Stage One – Understanding Requirements

Which procedure?

**Restricted**
- most popular
- 2 stage process
- clear requirements
- no negotiation
- a large number of providers

**Open**
- used for exacting specification
- 1 stage process
- straight to tender
- no negotiation
- limited market place

**Accelerated Restricted**
- emergencies
- same as restricted
- timescales
- Economic Circumstances 2010 and 2011 (no longer eligible)

**Competitive Dialogue**
- specialist requirements
- 3 stage process
- PQQ stage, ITPD then ITT
## Stage One – Understanding Requirements

<table>
<thead>
<tr>
<th>Procedure</th>
<th>Characteristics</th>
<th>When the procedure is adopted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open</td>
<td>All qualified applicants must be given the opportunity to bid</td>
<td>For lower risk procurement where supplier capability is less important or where the focus is on price</td>
</tr>
<tr>
<td>Restricted</td>
<td>Two stage process with facility to shortlist (PQQ + Tender)</td>
<td>Where capability of supplier is key determining factor in the delivery of the contract, market response likely to be huge to allow short-listing</td>
</tr>
<tr>
<td>Negotiated</td>
<td>Two stage process with facility to negotiate at second stage</td>
<td>Specification is not clear or some creative, artistic or expert input is required.</td>
</tr>
<tr>
<td>Competitive</td>
<td>Two stage process with facility to enter into a dialogue with potential suppliers to consider potential solutions and refine specification before invitation to tender</td>
<td>Complex procurement where suppliers expertise has significant impact on the development of the specification</td>
</tr>
<tr>
<td>Dialogue</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
“an agreement or other arrangement between **one or more contracting authorities** and **one or more economic operators** which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies”

Source: Office of Government & Commerce

- procurement of a source or sources that **may** meet your current and longer term needs

- an enabler to further call-off from a pre-selected list achieved through a robust EU Procurement process
Stage One – Understanding Requirements

What are the benefits of a framework agreement?

**Client**
- secure long-term commitments
- reduced tender time and improved quality
- performance measurement and improvement
- integrated teams and added value
- limited negotiation
- agreed framework for pricing

**Supply Chain**
- secure stable relationship
- access to long term work commitments
- process knowledge and improvement
- standardisation
- added value
- project delivery improvement
  i.e. quality, satisfaction

A good mix for all parties
Stage Two –
The Procurement
‘Restricted Procedure’
Stage Two – Procurement

Electronic procurement

- timing benefits
- reduced administration
- ease of access
- username and password
- post box
Stage Two – Procurement

Selection procedure (looking back)

- **Design of the PQQ**
  - Reg 23 - Ineligibility
  - Reg 24 - Financial Standing
  - Reg 25 - Technical & Professional Ability, Experience
  - Use the strategy / further consultation
  - Weighting / Evaluation

- **Design the Contract Notice / PIN?**
  - Informed by the Procurement Strategy
  - Needs to be exacting in description and complete
  - Issue via SIMAP (37 days / accelerated?)

- **PQQ Process**
  - EOI / Bidders Days
  - PQQ Issue (electronically)
  - PQQ Clarifications
  - PQQ Evaluation Workbook
  - Receipt and Compliance Check
  - Evaluation / Adjudication (optional)
  - Inform and Feedback
  - *Consortia

**Output**
Identify Tenderers (min. 5)

**Benefits**
Transparent process
Clear and recorded decisions
Stage Two – Procurement

Award procedure (looking forward)

- **Design of the ITT**
  - Clear instructions for tendering
  - Specific requests for proposals
  - Use the strategy / further consultation
  - Weighting / Evaluation Criteria

- **Pricing Document**
  - Design of a pricing template
  - MEAT / Lowest Price

- **Contract / Framework Agreement**
  - Preparation of documents

- **Client Brief**
  - Specific needs
  - Performance Management - KPI’s, other.

- **Technical Brief**
  - Technical Standards

• **ITT Process**
  - ITT Issue (electronically)
  - ITT Clarifications
  - ITT Evaluation Workbook
  - Receipt and Compliance Check
  - Set up Client Evaluation
  - Undertake Commercial Evaluation

Output

Definitive Tender Documents

Benefits

Clear expectations of Tenderer
Clear and recorded decisions
Tenderers meet RSL’s needs
<table>
<thead>
<tr>
<th>Score</th>
<th>Response Type</th>
<th>Reason indicated for Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Non-compliant response</td>
<td>No relevant information / solution provided in response to contract requirements.</td>
</tr>
<tr>
<td>1</td>
<td>Unacceptable response</td>
<td>Partially compliant response but with serious deficiencies in solution offered, indicating serious difficulties / inability to deliver contract requirements.</td>
</tr>
<tr>
<td>2</td>
<td>Unsatisfactory response</td>
<td>Partially compliant response with shortfalls in solution offered, indicating not all contract requirements could be met and thus difficulty in delivery of the contract.</td>
</tr>
<tr>
<td>3</td>
<td>Acceptable response</td>
<td>Compliant response, indicating basic contract requirements are met but not exceeded. Contract could be delivered.</td>
</tr>
<tr>
<td>4</td>
<td>Good response</td>
<td>Compliant response, clearly indicating entire delivery can be met and solution offers some limited benefits beyond stated requirements.</td>
</tr>
<tr>
<td>5</td>
<td>Excellent response</td>
<td>Compliant response, bidder illustrated comprehensive understanding of contract reqs. Proposed solution provides significant additional benefits beyond stated reqs.</td>
</tr>
</tbody>
</table>
## Evaluation Matrix for Final Award Process

<table>
<thead>
<tr>
<th>Qualitative Criteria</th>
<th>Sub Criteria</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confirmation – Unequivocal acceptance of the form of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract and Schedules of Services</td>
<td></td>
<td>Pass/Fail</td>
</tr>
<tr>
<td>Changes to information provided at Pre Qualification stage</td>
<td></td>
<td>Pass/Fail</td>
</tr>
<tr>
<td>A1 – Leadership</td>
<td></td>
<td>20.00%</td>
</tr>
<tr>
<td>A1a</td>
<td></td>
<td>10.00%</td>
</tr>
<tr>
<td>A1b</td>
<td></td>
<td>2.50%</td>
</tr>
<tr>
<td>A1c</td>
<td></td>
<td>2.50%</td>
</tr>
<tr>
<td>A1d</td>
<td></td>
<td>5.00%</td>
</tr>
<tr>
<td>A2 – Value &amp; Risk Management</td>
<td>A2a</td>
<td>5.00%</td>
</tr>
<tr>
<td></td>
<td>A2b</td>
<td>5.00%</td>
</tr>
</tbody>
</table>

**Page Limit (Side of A4):**

* Pass / Fail
Stage Two – Procurement

Interview and site visits

- Interviews – Verifying Proposals
  - Organisation
  - Interview
  - Summarising and Scoring

- Site Visit – Verifying Proposals
  - Organisation
  - Attendees and Facilitation
  - Summarising and Scoring

= reality check of proposals

Output

Verification of tendered proposals

Benefits

Prove or disprove proposals
Meet the management team
Test technology
Inspect quality
Stage Two – Procurement

Awards

- **Recommendations Report**
  - Summary of process
  - Collation of scoring data
  - Recommendation for Cyril Sweett
  - Presentation to Board

- **Award**
  - Inform successful and unsuccessful Tenderers AND CANDIDATES
  - Standstill period
  - Provide feedback to failing Tenderers
  - Communicate with candidates
  - Manage any challenge – to date

- **Contract Sign-off**
  - Achieve early contract sign-off

**Output**

Supporting report to validate process and decisions made.

Manage failing Tenderers

**Benefits**

A compliant EU Procurement process is achieved

Selected Tenderer's meet the needs of the RSL
The Contract Notice...

- Must be exacting in its needs and adequately describe the procurement
- Can often be the point of challenge in any procurement – wrong CPV Codes (category), wrong NUTS code (location) etc
- Is usually the only notification to market and is driven by a defined timescale – 37 days.
- Is where most mistakes happen – impact = no or zero response

A London Borough wish to appoint an Architect for the redevelopment of a housing site they have. The Contract Notice is seeking Expressions of Interest from Architects for the scheme it has been published today.

Look through there are 6 mistakes which you should try and find.

In teams. See if you can spot them.
The mistakes are:

• II.1.3 the wrong box is highlighted, should be public contract not framework

• II.1.8 the contract is not divided into Lots

• II.2.3 the contract is not subject to renewals (it is a one off)

• IV.1.1 It cannot be accelerated restricted procedure these days for the reason given

• IV.1.2 minimum number of 2 to tender is considered too low (this could be a discussion point for you)

• IV.3.4 with the notice being published today the return date is too soon

If you find any more you get brownie points!!
Procurement made easier....?

- **Timeframe for challenges**
  - Uniplex v NHS Business Services Authority
  - Sita UK Limited (Sita) v Greater Manchester Waste Disposal Authority

- **Abnormally Low Tenders**
  - Morrison Facilities Service v Norwich City Council
  - J Varney & Sons Waste Management Limited v Hertfordshire County Council

- **Establishing criteria and sub-criteria**
  - Lianakis v Alexandroupolis
  - Lettings International v London Borough of Newham
  - McLaughlin and Harvey Limited v Northern Ireland Department of Finance and Personnel

- **Financial Standing**
  - J Varney & Sons Waste Management Limited v Hertfordshire County Council

- **Joining a Framework**
  - New Guidance from the ERG (The Efficiency and Reform Group)
The lessons

• Consultation

• You should always define what you need - Statement of Need

• Provide fixed timescales – work to your programme

• Clear outline of expectations - don’t skimp on the brief (you’ll pay for it.... )

• Apply a market test – dont ask for the moon and stars!

• Consider which procedure is right for you – pens / houses
• As a local company, how might you emphasise that you have a number of advantages?
Wrong Answer:
- The Council should give contracts to local companies as a matter of course, because it retains profit in the area and improves local employment levels.

Right answers:
- Lower Cost Base
- Close proximity to client: Allows customers to change their requirements at short notice
- Local knowledge: Specialised knowledge of local issues or local communities
- Fast response time, leading to better and more flexible service
- Improved environmental impact of shorter travel distance; potential economies of expenses
- Commitment to sustainable procurement (Investing in Local Supply Chain)
- Corporate Social Responsibility (Community Investment & Involvement)
Case Study – Coastal Housing Group
Coastal Housing Group

- Affordable Housing Provider
- Swansea
- 4000 Homes
- Major Development Partner with Welsh Assembly
- Focus on local engagement, Service Delivery, Quality and Sustainability
- Big ideas – regeneration, employment, retention and legacy
- Key – People, Contractors, Commitment and Transparency
The Sweett Commission

- Set up a Development Framework
- Partnering ethos
- Local supply chains
- Value bands
- Cross regional boundaries
- Working with others - CPB
- Big ideas matched with Big Ideas
- Credible number of ABLE providers

**THINK THE SAME WAY AS US**
Workshop – Defining the Need
Procurement Strategy

Be the best Affordable Housing provider in Wales

Value for Money
- Best cost base
- Competitive pricing

Excellent Customer Satisfaction
- Quality
- People, Finish, Materials, Process

Sustainable homes
- Quality Homes
- KPI Scores

- Low Maintenance Costs
- No Defects, WLC, Energy Efficient

Economic Growth
- CfSH
- Level s 3 -6

- Small and Large projects
- 1 home – 50 homes

- Localism
- TR&T

- Legacy
- Employment
Contract Notice

Section 1: Contracting authority

1.1) Name, addresses and contact point(s)
Official name: Coastal Housing Group acting for itself and on behalf of others stated in II.1.2.
National U/O (if known)
Postal address: 11 Wint Street,
Town: Swansea
Country: UK
Contact point(s): For and on behalf of Coastal Housing Group
For the attention of: Tony Newberry
Email: tony.newberry@sweett.com
Telephone: +44 2920836180
Fax: +44 33031138121

Further information can be obtained from:
○ The above mentioned contact point(s)
○ If required please complete Annex A.I

Specifications and additional documents (including documents for competitive dialogue and a dynamic purchasing system) can be obtained from:
○ The above mentioned contact point(s)
○ If required please complete Annex A.II

Tenders or requests to participate must be sent to:
○ The above mentioned contact point(s)
○ If required please complete Annex A.III
Coastal Housing Group
&
Partners

Bidder’s Event
8th November 2011

Contractor Framework for
Development and Refurbishment
Who are VINCI Construction UK?

- BBC Drama Production Village
- Royal United Hospital, Bath Neonatal ICU
- Bristol University Life Sciences
Winning Work – Team Effort
Managing the PQQ Process – Upfront Work

- Tracking Leads
- Client Research
- Prepare briefing notes
- Our history with the Client
- Think about Win Themes
- Are you on the distribution list to receive the PQQ!
Managing the PQQ Process – PQQ issued

1. Receive the PQQ
2. Deciphering the requirements
3. Compliance
4. Read it AGAIN
5. Read the PQQ
6. Prepare deliverables matrix
7. Issue PQQ & matrix to Proposals team and writers
## Coastal Housing PQQ Responsibility Matrix

<table>
<thead>
<tr>
<th>SECTION / QUESTION</th>
<th>MAX SCORE</th>
<th>LEAD RESPONDENT</th>
<th>INTERIM WRITING PLAN / DRAFT RESPONSE DUE</th>
<th>FINAL RESPONSE DUE</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Details - Section C</td>
<td>10 &amp; 12 PSF, 11 &amp; 13 Info Only</td>
<td>Watford</td>
<td>22-Nov</td>
<td>24-Nov</td>
<td></td>
</tr>
<tr>
<td>Q's 10 - 13 Q14 first part question Info Only</td>
<td>Std words on sub-contracting and percentage - Watford</td>
<td>22-Nov</td>
<td>24-Nov</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q 14 second part question Info Only</td>
<td>DM to provide names of sub-contractors</td>
<td>22-Nov</td>
<td>24-Nov</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q 15 P/F</td>
<td>Watford</td>
<td>22-Nov</td>
<td>24-Nov</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experience - Section E</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q17 - Experience Examples 20%</td>
<td>PW (Local) - Watford (National)</td>
<td>15-Nov</td>
<td>17-Nov</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q18 Collaborative Working and Supply Chain Management 5%</td>
<td>ND</td>
<td>22-Nov</td>
<td>24-Nov</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q19 Providing Value for Money 12%</td>
<td>DM</td>
<td>22-Nov</td>
<td>24-Nov</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q20a &amp; b Engagement of Residents &amp; Local Community 15%</td>
<td>PW</td>
<td>22-Nov</td>
<td>24-Nov</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q21 Sustainability 4%</td>
<td>DM</td>
<td>22-Nov</td>
<td>24-Nov</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q22 4%</td>
<td>RAISING QUERY AS THERE IS NO QUESTION 22</td>
<td>22-Nov</td>
<td>24-Nov</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Managing the PQQ Process – Coastal Housing

Breakout Session

6 Questions – 1 per Group

Consider yourself as a leading business

Review Question

How do you respond? Where do you start?

What is your response?

Not looking for a definitive page of words – just a list of considerations

Select a scribe and someone to feedback in 20 minutes
Break Time
Coastal Housing PQQ – The VINCI Response
1.0 Pre-Qualification Questionnaire

Notice of Application

We have considered the information provided in the Pre-Qualification Questionnaire and are (state organisation name).

VINCI Construction UK Limited

can confirm our interest in applying for the appointment of Works Contractors to the CHS’s Contractor Framework.

Please note that if you are applying for more than one Lot, separate PQQs must be completed and submitted for each Lot in which you wish to be considered.

<table>
<thead>
<tr>
<th>Band</th>
<th>Geographical Area</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Construction contracts valued up to £1.5m</td>
<td>QIP per scheme.</td>
</tr>
<tr>
<td>2</td>
<td>Construction contracts valued of between £1.5m and £4.5m QIP per scheme.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Construction contracts valued of between £4.5m and £9m QIP per scheme.</td>
<td></td>
</tr>
</tbody>
</table>

Note that only one box should be ticked. Multiple applications will require a separate submission as the examples requested further in this PQQ need to relate to the project sizes that are stated above. For Lot 2 see a different PQQ.

Name: Helen Bryant
Position: Business Development Manager
Signature: [Signature]
Date: 26th November 2011

This page is to be presented as the front cover of your PQQ submission.
Appendix C - PQQ Submission Checklist continued

Financial Details  Section C

10. ACCOUNTS INFORMATION:

The applicant shall attach the latest audited accounts for the last three of its financial years (or for the period of the applicant's incorporation if a company or the applicant's trading if a partnership or sole trader, if such period be less than three years). The accounts submitted must relate solely to the applicant and may be assessed on the grounds of solvency, liquidity and financial performance. Applicants failing to demonstrate a minimum / low risk of business failure shall not be progressed to the full qualitative evaluation and their submission shall be rejected.

Please see the uploaded file ‘3_Years_Accounts_VINCI_Construction_UK’ for our 2010, 2009 and 2008 audited accounts.

Please confirm the month/year when the next set of audited accounts will be available. The next set of audited accounts will report on the financial year ending December 2011 and are expected in approximately April of 2012.

CHG requires you to provide a Comprehensive Dunn & Bradstreet Report produced dated no earlier than 7 days before the date of submission i.e. 18/11/11.

NOTE – THESE DOCUMENTS ARE TO BE SUBMITTED AS PART OF YOUR SUBMISSION ONLY – NOT IN HARD COPY. PLEASE ENSURE THAT THE FILE REFERENCE ON YOUR FILES IS STATED HERE FOR CLARITY.

Please see overleaf for a comprehensive Dunn & Bradstreet Report for VINCI Construction UK Limited, dated 22nd November 2011.
Coastal Housing PQQ – The VINCI Response

Appendix C - PQQ Submission Checklist continued

16. REFERENCE INFORMATION:

Please provide details of at least three (3) referees – who will be prepared to provide professional / technical references for you.

On conclusion of the PQQ process the referees may be approached and requested to provide a response to a short questionnaire that will be issued by Cyril Sweett on behalf of Contracting Authority. The responses will be received in confidence and will assist in assimilating details provided in the PQQ response by the applicant.

The referees provided must be for commissions that are similar to those proposed in terms of cost and value. (The results of reference checking may indicate a fail should responses not reconcile with PQQ information).

Please note that none of your referees should be employees or board members of the Contracting Authority or its Partners in this Framework. Indeed, the Contracting Authority or its Partners cannot provide a reference.

Please provide the following information for your 3 referees on one (1) A4 page and cross reference to the questionnaire accordingly if appropriate. The format of presentation is of your choosing and will not be scored.

- Contact Name:
- Organisation Name:
- Full Postal address:
- email:
- Phone Number:
- Value of Contract:
- Title and description of Project:
- Start date:
- End date:

**Contact Details:**
Rob Smith – Linc-Cymru Housing Association
357 Newport Road
Cardiff
CF24 1GG
T: 02920 473767 E: robsmith@linc-cymru.co.uk

**Project Name:** Lysgaths Residential Development

**Value:** £5.93M

**Project Description:** We were awarded a design and build contract to construct 12 2 bedroom apartments and 57 2, 3 and 4 bedroom homes, together with drainage and services and external works. The dwellings are to achieve Code for Sustainable Homes Level 3. The houses have been built using 3 different facades: render, stone and brick

<table>
<thead>
<tr>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 2010</td>
<td>November 2011</td>
</tr>
</tbody>
</table>
Coastal Housing PQQ – The VINCI Response

<table>
<thead>
<tr>
<th>Experience</th>
<th>Section E</th>
</tr>
</thead>
</table>

This section requests information on your organisation's experience of the type of works that is being procured.

17. PROJECT EXPERIENCE
Please provide the contracts carried out over the past three (3) years for the provision of similar value and works similar to those required by the Contracting Authority under the following categories. A maximum of 3 Projects for each point is required and preferably projects for numerous clients within the operational areas of South West Wales.

<table>
<thead>
<tr>
<th>Location</th>
<th>Weighting</th>
<th>Page Limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Medium to High Density Development</td>
<td>1.00%</td>
<td>2</td>
</tr>
<tr>
<td>1.2 Low Density and/or Rural Development</td>
<td>1.00%</td>
<td></td>
</tr>
<tr>
<td>2.0 Tenure</td>
<td>Weighting</td>
<td></td>
</tr>
<tr>
<td>2.1 Affordable Housing</td>
<td>2.00%</td>
<td>3</td>
</tr>
<tr>
<td>2.2 Private Sale &amp; Market Rent</td>
<td>2.00%</td>
<td></td>
</tr>
<tr>
<td>2.3 Mixed Tenure Schemes</td>
<td>2.00%</td>
<td></td>
</tr>
<tr>
<td>3.0 Building Type</td>
<td>Weighting</td>
<td></td>
</tr>
<tr>
<td>3.1 Brick and Block</td>
<td>2.00%</td>
<td>5</td>
</tr>
<tr>
<td>3.2 Reinforced Concrete/Steel Frame Construction</td>
<td>1.00%</td>
<td></td>
</tr>
<tr>
<td>3.3 Timber Frame</td>
<td>1.00%</td>
<td></td>
</tr>
<tr>
<td>3.4 Other Types of MVC</td>
<td>1.00%</td>
<td></td>
</tr>
<tr>
<td>3.5 Meeting the Design Quality Requirements set out by the Welsh Government or similar</td>
<td>1.00%</td>
<td></td>
</tr>
<tr>
<td>4.0 Sustainability</td>
<td>Weighting</td>
<td></td>
</tr>
<tr>
<td>4.1 Code Level 3</td>
<td>1.00%</td>
<td>3</td>
</tr>
<tr>
<td>4.2 Code Level 4</td>
<td>1.00%</td>
<td></td>
</tr>
<tr>
<td>4.3 Code Level 5 &amp; 6</td>
<td>1.00%</td>
<td></td>
</tr>
<tr>
<td>5.0 Alternative Buildings</td>
<td>Weighting</td>
<td></td>
</tr>
<tr>
<td>5.1 Community Buildings e.g. community centre</td>
<td>1.00%</td>
<td>3</td>
</tr>
<tr>
<td>5.2 Private use e.g. bars, restaurants and retail</td>
<td>1.00%</td>
<td></td>
</tr>
<tr>
<td>5.3 Health e.g. health centre</td>
<td>1.00%</td>
<td></td>
</tr>
</tbody>
</table>

The details must include:
1. Customer name and address;
2. Contact name and telephone number;
3. Contract reference and a detailed description of works undertaken (including consideration received, when and where the works were completed, the value of the project, what form of contract they were procured under (if appropriate));
4. Date of completion.

(NB. The Contracting Authority may elect to contact any of the above companies for a reference. Your permission to do so will be assumed unless you state any objections.)
1: LOCATION

1.1: Medium to High Density Development

Lysaghts Residential Development

Customer name and address: Linc-Cymru Housing Association Ltd, 387 Newport Road, Cardiff, CF24 1GG.

Contact name and telephone number: Richard Hallett, 02920 474753

Contract reference: Lysaghts Residential Development

Location: Newport

Duration/date of completion: January 2010 to November 2011

Value: £5.93M

Form of contract: ACA Standard Form PPC2000

Project description: We were awarded a design and build contract to construct 12 apartments and 57 houses, together with drainage and services and external works. The dwellings are to achieve Code for Sustainable Homes Level 3. We have subsequently been awarded further work as Phase 2 of the scheme to construct a further seven dwellings and to upgrade the site access road which means the contract will run on to October 2011.

The Lysaghts development site had been purchased from a volume house builder and the client inherited a considerable number of existing planning consents relating to site ecology and third party highways and drainage approvals which had to be risk assessed and resolved during the second stage of the tender. Following receipt of detailed planning permission a number of pre-start planning conditions had to be successfully resolved in very restricted timescales, including watching briefs for archaeology, ecology constraints, the diversion of existing public access routes across the site and the diversion of an 11kva electricity mains. Due to ecology constraints surrounding newt nesting sites, a significant area of the site was unable to be developed initially. We therefore re-planned the remaining land to avoid delays and to make best use of the available site.
Appendix C - PQQ Submission Checklist continued

Declaration

Dear Sir

RE: Coastal Housing Group Limited – Contractor Framework.

I/we certify that the information supplied is accurate to the best of my/our knowledge and that
I/we accept the conditions and undertakings set out in this questionnaire.
I/we declare that this Pre-Qualification Questionnaire submission is made without collusion, knowledge, comparison of
data or arrangement with any other company, firm or person applying to participate in the process for this tender and is in all
respect fair and without collusion and fraud.
I/we understand that the information disclosed in this application form will be used in the evaluation process to assess
my/our company’s financial stability and competence to conduct the service being procured by Coastal Housing Group
Limited.
I/we accept that we are responsible for all of our own costs in relation to drafting and submitting this Pre-Qualification
Questionnaire.
I/we understand that we may not produce or procure any publicity in relation to this matter without the prior written
agreement of Coastal Housing Group Limited as to the fact of publicity, its content and its timing.
I/we have not offered any inducement or reward to any officer or employee of Coastal Housing Group Limited or to any
person acting as an advisor to CHG Group Limited or in any way acted in a manner that would be a breach of the

Signed: [Signature]

Name: Helen Bryant
Position: Business Development Manager
Date: 25th November 2011
Company Name: VINCI Construction UK Limited
Break Time
Listed below are the additional options available for this notice.

- **Noted Interest:** 85 interest(s)
- **Additional Information:** 9 update(s)
- **Additional Documents:** 7 document(s)
- **Question and Answers:** 26 question(s)
- **Postbox:** 32 response(s) submitted

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Code</th>
<th>Company/Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>28/11/2011</td>
<td>09:18:03</td>
<td>13025</td>
<td>Midas Construction Manager</td>
</tr>
<tr>
<td>28/11/2011</td>
<td>09:41:47</td>
<td>12915</td>
<td>O'Hare &amp; McGovern</td>
</tr>
<tr>
<td>28/11/2011</td>
<td>09:58:10</td>
<td>12901</td>
<td>Ryan Evans Construction</td>
</tr>
<tr>
<td>28/11/2011</td>
<td>10:02:48</td>
<td>12949</td>
<td>Morganstone Ltd</td>
</tr>
<tr>
<td>28/11/2011</td>
<td>11:03:19</td>
<td>13109</td>
<td>Gravan Construction Ltd</td>
</tr>
<tr>
<td>28/11/2011</td>
<td>11:12:16</td>
<td>13026</td>
<td>Cowlin Construction Ltd</td>
</tr>
<tr>
<td>28/11/2011</td>
<td>11:13:05</td>
<td>12932</td>
<td>VINCI Construction</td>
</tr>
</tbody>
</table>
Stakeholders

- RACI
- Follow through the process
- Implement strategy
- Decision makers
- Satisfied with results they produce
- Applied the scoring regime and weightings they set
Coastal Housing Group

Invitation to Tender (ITT)
Contractors Framework Evaluation Workbook

ITT Evaluation Guidance:
Appointment of Contractors to Coastal Housing Group’s Development Framework

ITT Submission Date: 23rd April 2012

### Section: Experience

#### Question 17

**Q17. PROJECT EXPERIENCE:**

Please provide the contracts carried out over the past three (3) years for the provision of similar value and works similar to those required by the Contracting Authority under the following categories: A maximum of 3 Projects for each point is required and preferably projects for numerous clients within the operational areas of South West Wales:

<table>
<thead>
<tr>
<th>Q</th>
<th>Subject</th>
<th>Assessment Criteria</th>
<th>Weighted Value</th>
<th>Score out of 4</th>
<th>Page Limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>E17.1.1</td>
<td>Medium to High Density Development</td>
<td>3 contracts over the last three years</td>
<td>1%</td>
<td>3</td>
<td>Q17 - Within 12</td>
</tr>
</tbody>
</table>

Evaluators Comments:
### Question 17 - Experience

<table>
<thead>
<tr>
<th>No.</th>
<th>Contractor</th>
<th>1.1 - Med and High Density</th>
<th>1.2 - Low Density and Rural</th>
<th>2.1 - Affordable Housing</th>
<th>2.2 - Private Sale &amp; Market Rent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(/4) % 1.0000</td>
<td>(/4) % 1.0000</td>
<td>(/4) % 2.0000</td>
<td>(/4) % 2.0000</td>
</tr>
<tr>
<td>1</td>
<td>Wilmott Dixon</td>
<td>3 75 0.7500</td>
<td>3 75 0.7500</td>
<td>3 75 1.5000</td>
<td>3 75 4.0000</td>
</tr>
<tr>
<td>2</td>
<td>Midas</td>
<td>3 75 0.7500</td>
<td>3 75 0.7500</td>
<td>3 75 1.5000</td>
<td>3 75 1.5000</td>
</tr>
<tr>
<td>3</td>
<td>Dawnus</td>
<td>3 75 0.7500</td>
<td>3 75 0.7500</td>
<td>3 75 1.5000</td>
<td>3 75 1.5000</td>
</tr>
<tr>
<td>4</td>
<td>Wates</td>
<td>3 75 0.7500</td>
<td>3 75 0.7500</td>
<td>3 75 1.5000</td>
<td>3 75 1.5000</td>
</tr>
<tr>
<td>5</td>
<td>Vinci</td>
<td>3 75 0.7500</td>
<td>3 75 0.7500</td>
<td>3 75 1.5000</td>
<td>3 75 1.5000</td>
</tr>
</tbody>
</table>

#### Rank

<table>
<thead>
<tr>
<th>Rank</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Very impressed with the examples from around the country - well presented.</td>
</tr>
<tr>
<td>2</td>
<td>Good submission and strengths in the business - experience was not very descriptive but demonstrated their ability.</td>
</tr>
<tr>
<td>3</td>
<td>Good variety of work across the themes of the pqq - some repetitive. Demonstrates good examples.</td>
</tr>
<tr>
<td>4</td>
<td>Some very good experience from across the UK and some local.</td>
</tr>
<tr>
<td>5</td>
<td>Some very good experience from across the UK and some local.</td>
</tr>
</tbody>
</table>

#### Rank in scoring pre CDM

<table>
<thead>
<tr>
<th>Rank</th>
<th>Contractor</th>
<th>CDM Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Wilmott Dixon</td>
<td>Pass</td>
</tr>
<tr>
<td>2</td>
<td>Midas</td>
<td>Pass</td>
</tr>
<tr>
<td>3</td>
<td>Dawnus</td>
<td>Pass</td>
</tr>
<tr>
<td>4</td>
<td>Wates</td>
<td>Pass</td>
</tr>
<tr>
<td>5</td>
<td>Vinci</td>
<td>Pass</td>
</tr>
</tbody>
</table>
• As a local company, how might you emphasise that you have a number of advantages?
Wrong Answer:
- The Council should give contracts to local companies as a matter of course, because it retains profit in the area and improves local employment levels.

Right answers:
- Lower Cost Base
- Close proximity to client: Allows customers to change their requirements at short notice
- Local knowledge: Specialised knowledge of local issues or local communities
- Fast response time, leading to better and more flexible service
- Improved environmental impact of shorter travel distance; potential economies of expenses
- Commitment to sustainable procurement (Investing in Local Supply Chain)
- Corporate Social Responsibility (Community Investment & Involvement)
## ITT Weightings

<table>
<thead>
<tr>
<th>Qualitative Criteria</th>
<th>Sub Criteria</th>
<th>Weighting</th>
<th>Page Limit (Single A4 Side)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1 – Leadership</td>
<td>A1a</td>
<td>4.00%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A1b</td>
<td>3.00%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A1c</td>
<td>2.00%</td>
<td>1</td>
</tr>
<tr>
<td>A2 – Organisation and Delivery</td>
<td>A2a</td>
<td>2.00%</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>A2b</td>
<td>5.00%</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>A2c</td>
<td>3.00%</td>
<td>3</td>
</tr>
<tr>
<td>A3 – Quality</td>
<td>A3a</td>
<td>10.00%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>A3b</td>
<td>5.00%</td>
<td>1</td>
</tr>
<tr>
<td>A4 – Risk Management</td>
<td>A4a</td>
<td>2.00%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A4b (i)</td>
<td>3.00%</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>A4b (ii)</td>
<td>3.00%</td>
<td>2</td>
</tr>
<tr>
<td>A5 – Commercial Approach</td>
<td>A5a</td>
<td>5.00%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A5b</td>
<td>2.00%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A5c</td>
<td>2.00%</td>
<td>1</td>
</tr>
<tr>
<td>A6 – Continuous Improvement</td>
<td>A6a</td>
<td>2.00%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A6b</td>
<td>3.00%</td>
<td>1</td>
</tr>
<tr>
<td>A7 – Sustainability</td>
<td>A7a</td>
<td>2.00%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A7b</td>
<td>3.00%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A7c</td>
<td>3.00%</td>
<td>1</td>
</tr>
<tr>
<td>A8 – TR&amp;T (Information only)</td>
<td>A8a</td>
<td>5.00%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A8b</td>
<td>0.5%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A8c</td>
<td>0.5%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A8d</td>
<td>0.5%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A8e</td>
<td>3.0%</td>
<td>2</td>
</tr>
</tbody>
</table>
Background for ITT Questions

To be packaged separately from the quality proposal at the time of submission. Submit with the Form of Tender in Appendix E. The cost studics below are to be used for the pricing exercise below. Please provide pricing information for each of the schemes described below.

### Case Study 1: Standard Development How Built

**Site:**
- The development site is being created by the demolition of the entire existing building in Port Talbot, and a new building comprising of 44 units over 3 storeys above ground and 2 to 3 retail units on the ground floor.
- Ground floor to be constructed in masonry with first floor being reinforced concrete in situ. Upper floors will be built from timber frame and block and rendered externally.
- Access to the site is from the rear with off-street parking being limited, and it is likely that a tower crane will be necessary to distribute materials and lift in the frame.
- Existing utility services terminate at the boundary.
- The existing building contains asbestos and this will need to be removed prior to its demolition and clearance of the site.

**Requirements:**
- The new development will consist of 44 3-bedroomed and 1-bedroomed flats. The flats will be constructed above full ground floor retail units. The flats will be accessed from a communal staircase and 2-6 person lifts. The main access will be off Talbot Road.
- The anticipated building will be timber frame with a mixture of blockwork and render blockwork elevations on the upper floors while ground floor will be constructed in masonry. The block will have a mixture of single ply membrane flat roofs and low pitch profiled metal sheet roofs.
- Firepoints will be provided in a sourceable material, protected by an electronic barrier allowing access only in emergencies.
- The site boundary on the main will be the building itself. The only boundary to be constructed differently is to the rear which will be a 1.8m steel fence incorporating all necessary sightlines of the access boundary to comply with
- Secure by Design.

### Planning and Other Project Design Requirements

- The project has conditional planning approval e.g. Planning and Other Design.
- The project has to meet the criteria of the
- New foot drainage works need to be provided.
- Stormwater drainage runs are to be taken to the

**Total Estimated Cost Excluding Prelims and OH:**

The estimated contract value including prelims. Development costs of £125k will be added to this £4,100,000.00

### A1. Leadership (9.00%) APPENDIX A (1)

**Guidance**

Full list of key staff and responsibilities, including where they will be based. Clear explanation of communication and accountabilities. Specific proposals to maintain business continuity.

**APPENDIX A (1)**

Full list of key staff and responsibilities, including where they will be based. Clear explanation of communication and accountabilities. Specific proposals to maintain business continuity.

For item b) (ii) sub-contractor selection and management and supervision we are keen for you to provide outline details for the use of local specialists sub-contractors and their supervision.

<table>
<thead>
<tr>
<th>Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Details of KPIs provided with examples in use. KPIs relevant to RSL business priorities. Alternative methods of measuring service suggested.</td>
</tr>
</tbody>
</table>

### A2. Organisation and Delivery (10.00%) APPENDIX A (1)

**Guidance**

Detailed proposals for roles and responsibilities and your procedures for successful design delivery, construction and handover of the scheme outlined in Section B.

**A2. Organisation and Delivery (10.00%) APPENDIX A (1)**

Please provide an outline project execution plan for the scheme as described in Section B – Request for Proposals – PRICE.

The format for the project execution plan should be as follows:

- Pre-contract design, approvals and preparation, roles and responsibilities:
  - Design Management and Co-ordination
  - Pre-start approvals - types
  - Co-ordination of approvals
  - Project Sign off and commencement

- Construction Site Set-Up Management Plan, roles and responsibilities including methodology for the following:
  - Management and Supervision
  - Quality Control
  - Managing Risks
  - Sub-contractor selection, management and supervision

- Handover procedures:
  - Defects procedures and resolution before handover.
  - Procedure and co-ordination for handover with CHG Development and Housing management including:
    - Preparation of all documentation/paperwork
    - Handover process and management.
PQQ Success –
Onto the Next stage
Coastal Housing ITT – Planning the Submission

1. Receive the ITT
2. Deciphering the requirements
3. Compliance
4. Prepare deliverables matrix
5. Read it AGAIN
6. Read the ITT
7. Issue ITT & matrix to pre-construction team
Coastal Housing ITT – Planning the Submission

APPPOINTMENT OF WORKS FOR CONTRACTORS TO THE COASTAL HOUSING GROUP’S CONTRACTOR FRAMEWORK

TENDER SUBMISSION DELIVERABLES

Tender submission to be uploaded onto My Tenders website on 18th April by 3pm followed by hard copy on the 18th by 3pm delivered to Sweett Office, Cardiff

The document will be compiled in the VINCI Cardiff office. One hard copy (spiral bound or stapled only) and 1 electronic copy to be submitted.

Submission Document Review Date is 11th April 2012

Submission Document will incorporate the following sections:
1 – Leadership
2 – Organisation and Delivery
3 – Quality
4 – Risk Management
5 – Commercial Approach
6 – Continuous Improvements
7 – Sustainability
8 – Targeted Training & Recruitment Training

Award Criteria

<table>
<thead>
<tr>
<th></th>
<th>Score</th>
<th>Owner</th>
<th>Doc. Section</th>
<th>Required By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>40</td>
<td>CD</td>
<td>Separate submission</td>
<td>17/04/12</td>
</tr>
<tr>
<td>Quality</td>
<td>60</td>
<td>PW</td>
<td>PW</td>
<td>10/04/12</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Document Sections

<table>
<thead>
<tr>
<th>Document Sections</th>
<th>Owner</th>
<th>Required By</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 Leadership (10%)</td>
<td>10/04</td>
<td></td>
</tr>
</tbody>
</table>

- **a)** Please provide details, including personal profiles, of the following key members of your team who will take responsibility for schemes allocated by Coastal Housing Group:
  - The Accountable Director or Partner who will provide the strategic lead in your work with Coastal Housing Group
  - The Lead Director/Manager – the person who will be the main point of contact for all the operational aspects of project delivery
  - The key operational support staff – those members of your team who will work on Coastal Housing Group projects

  **Guidance** - Full list of key staff and responsibilities, including where they will be based. Clear explanation of communication and accountabilities. Specific proposals to maintain business continuity. (4%) 1 A4 page limit

- **b)** How will you ensure business continuity in the event of injury, illness or staff turnover? (3%) 1 A4 page limit

  **Guidance** - Full list of key staff and responsibilities, including where they will be based. Clear explanation of communication and accountabilities. Specific proposals to maintain business continuity. (4%) 1 A4 page limit

- **c)** How will you manage and monitor your own company’s performance when delivering projects for Coastal Housing Group? Please provide the headline KPIs you will use to measure the effectiveness of your service. (2%) 1 A4 page limit

  **Guidance** - Details of KPIs provided with examples in use. KPIs relevant to RSL business priorities. Alternative methods of measuring service suggested.
## Commercial Requirements (Separate file)

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Percentage</th>
<th>Code</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table A – Pricing Proposal</td>
<td>CD</td>
<td>17/4</td>
<td></td>
</tr>
<tr>
<td>Preliminaries schedule of rates / OH / Profit</td>
<td>CD</td>
<td>17/4</td>
<td></td>
</tr>
</tbody>
</table>
Coastal Housing ITT – Planning the Submission

Key Stages in the Bid Process

- Plan
  - Analyse questions and develop answer schedule(s)
  - Find the competitive edge

- Content
  - Brainstorm content of responses

- Writing
  - Write responses
  - Design, images and visuals
  - Write executive summary

- Editing
  - Compile the document
  - Review and change

- Submit
  - Print / Upload

Client Drivers

Tender Period
1.0 Appendix A – Requests for Proposal – QUALITATIVE

Lot 3
Works Contractor

<table>
<thead>
<tr>
<th>Band</th>
<th>Value Range</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Construction Projects over £4.0m in value</td>
<td>✔</td>
</tr>
</tbody>
</table>

Preliminary – Contract

1. Tenderer to confirm unequivocal acceptance of the Framework Agreement and Scope of Works by their insurers and legal advisers. Yes / No (Please delete as appropriate)

Preliminary – Changes to Information

2. Tenderer to confirm that information provided at Pre Qualification stage remains accurate, up to date and complete. Yes / No (Please delete as appropriate).

Confirmed: [Signature]
Print: STEVE VORRES
Position: REGIONAL DIRECTOR
Coastal Housing ITT – The VINCI Response

Contents
1 Leadership
2 Organisation and Delivery
3 Quality
4 Risk Management
5 Commercial Approach
6 Continuous Improvement
7 Sustainability
8 TRT (Targeted Recruitment & Training)
Coastal Housing ITT – The VINCI Response

1.0 Leadership

The questions listed below are answered on the following pages:

a) Please provide details, including personal profiles of the following key members of your team who will take responsibility for schemes allocated by Coastal Housing Group:
   - The Accountable Director or Partner who will provide the strategic lead in your work with Coastal Housing Group
   - The Lead Director/Manager – the person who will be the main point of contact for all the operational aspects of project delivery
   - The key operational support staff – those members of your team who will work on the Coastal Housing Group projects.

b) How will you ensure business continuity in the event of injury, illness or staff turnover?

c) How will you manage and monitor your own company’s performance when delivering projects for Coastal Housing Group? Please provide the headline KPIs you will use to measure the effectiveness of your service.
### Writing Plan answer template

**Bid Name: Coastal Housing**

**Framework**

**Answer Originator:** Paul Watkins

<table>
<thead>
<tr>
<th>Question No.</th>
<th>Marks Available</th>
<th>Word / Page Limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>7a</td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

#### Question text:

a) Coastal Housing Group is currently working with WRAP and their halving waste to landfill programme to reduce waste and use materials efficiently. How will you identify and prioritise options to reduce and reuse waste and increase use of recycled content on projects let through the Framework, and use the SWMP to help meet our cost saving and waste objectives.

Guidance: Understanding of halving waste to landfill initiative and its targets, whilst providing specific proposals for achieving. Consideration discussion regarding SWMPs.

#### Analyse Question

- **Break the question down. What are the sub headings / issues raised?**
  - WRAP – our understanding and evidence based information
  - How we identify and prioritise options
  - Using recycled content (SWMP)

- **What are the Customer Drivers and concerns that link to this?**
  - Positive relationship
  - Innovation and efficiency through collaborative working – key for this question
  - Continuous improvement against KPI's – key for this question
  - Resolve and avoid problems by using transparent and co-operative exchanges of info – key for this question
  - To achieve the teams visions / values etc. – key for this question

- **Customer Affinity: what is it that the customer needs, why are they asking this question?**
  - Looking for confidence in the team to manage out waste. Good systems and good evidence.

#### Plan Response for Drafting out

1. **Understanding, demonstrate that we understand requirements, demonstrate affinity**
   - Show understanding of WRAP – our mandate and recent facts and figures
   - How we identify and prioritise options to reduce and re-use. Talk about lessons learnt / procurement procedures etc
   - Meeting and exceeding targets – collaborating with others on the framework
### Coastal Housing ITT – Planning the Response

| Evidence; demonstrate track record from multiple sources | Gwyl / Syniad Frameworks  
Integrate  
South West Wales  
Gwynedd / Ceredigion  
Horslow  
Sandwell |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Evidence; demonstrate track record from multiple sectors</td>
<td>Housing &amp; Local Authorities</td>
</tr>
</tbody>
</table>
| Evidence; demonstrate track record of partnering | Blaenau Gwent  
Linc |

**Review Response Checklist – bold words are taken directly from the marking scheme and must be addressed in the response.**

- Does the response start by demonstrating our affinity with what the Client is looking to achieve?
- Have we demonstrated competence and understanding of the requirements?
- Have we demonstrated our response with relevant evidence?
- Have we provided evidence of partnering, including collaborative working, continuous improvement and integrated supply chains?
- Have we provided evidence from multiple sources that are similar to the works required?
- Have we provided evidence from multiple sectors that are similar to the works required?
- Have we demonstrated considerable insight into the relevant issues?
- Have we addressed any additional value that we can bring to the framework?
- Are the solutions broad enough to reflect our input in the projects from inception through to the operation of the facility, plus our input into the wider framework?
- Are our solutions equal to and preferably exceeding the requirements of the question?
- Do all responses explain the benefit to the Client?
- Can the question be interpreted in a different way? Have alternative interpretations been considered?
Contractor Framework: Creating an Exemplar Facility for Coastal Housing Group & Partners

7.0a) SUSTAINABILITY

We were one of the first contractors to sign up to WRAP’s Halving Waste to Landfill agreement. We take a zero tolerance approach to poor environmental management and key aims, such as carbon reduction, responsible sourcing of material and best practice waste management, are embedded into our culture and a key element of our sustainable procurement policy. This policy is intrinsic to our approach to subcontracting and through our rigorous supply chain selection procedure we are able to ensure that issues such as waste, recycling of materials and use of recovered materials are a contractual requirement rather than an aspiration.

Taking an Active Part in WRAP


Within Wales, a KPI of 85% diversion from landfill has been set for this year. We have already seen some projects exceed this target. This is directly related to the WRAG strategy and the Halving Waste to Landfill (12/2W) Initiative.

We recognise the high aspirations for sustainable performance and durability of our Clients. We understand the statutory imperatives, mandatory design guides and the life cycle benefits of environmentally conscious design.

Identifying options to reduce waste

We have encountered benefits in relation to waste and energy management, working with designers early on in a construction project. Not only during the pre-construction phase, but more importantly, also the operational phase, where in excess of 60% of the environmental impact of the building is realised. Examples of good practices include:

- minor alterations to designs to minimise waste;
- application for waste exemptions to import suitable wastes for construction;
- specification revisions to incorporate materials that can be more readily recovered during refurbishment/renovation;
- promoting materials containing increased recycled materials (blockwork, steel, plastics and cladding are key areas);
- reviewing cut and fill levels to optimise the extent of materials retained on site

Wrap Designing out Waste Tool for Buildings

We use this tool to identify opportunities to reduce waste. We link this information into our site waste management plans.

Site Waste Management Plan

We utilise the Smart Waste template for Site Waste Management Plans (SWMP). The SWMP is monitored and constantly updated throughout the construction phase of the project. We set targets for waste reduction and report monthly against these using our Environmental Performance Indicator (EPI) Reporting System.

Project Experience

On the Lynmouth Project with Linc Cyren we utilised the timber frame off cuts as nogging within the wall construction.

At Merthyr College we crushed 800t of existing reinforced concrete to re-use on the project as fill material with the reinforcement bar sent for smelting in Cardiff.

The Importance of Review

Within 3 months of project completion, we review actual against planned waste targets. Lessons Learnt are shared promoting continuous improvement. As noted above the significant waste achieved at Merthyr Tydfil by recycling materials could be applied to the Port Talbot scheme by reusing demolition materials after asbestos remediation and soft strip are completed.

3%/3%
Coastal Housing ITT – Summary

Understand Requirements + Plan the Responses + Leave time to Edit = Successful Tender Submission
Break Time
ITT Returns
3. ITT Clarifications

The following clarifications were received within the tender timescales and responded as stated. These should be considered and reflected on where quality has been a factor of the clarification.

<table>
<thead>
<tr>
<th>Created</th>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>14-Mar-12</td>
<td>We are bidding for Lot 1. Within the ITT the case study states 3 ground floor 2 bed apartments with a further 6 2 bed apartments on floors above, but the Employers Requirements Document states it is for 2 x 2B4P &amp; 4 x 3B5P General Needs Houses? Can you confirm which we are to bid for? Also - will any drawings be provided?</td>
<td>Please use the description provided within the tender document in Appendix B. Drawings will not be issued as the requirement is to provide a complete list of prelims, overhead and profit and not a build price. To do so would be an infringement of EU regulations when setting up a Framework.</td>
</tr>
</tbody>
</table>
The interview

- Clarification interview
- Panel
- Key criteria – present your proposal
- Key criteria – additional attendee for TR&T
- Demonstrate you can deliver
- What sets you out from all the rest
- Do you think the same as us?
Sealing a place on the Framework – The Final Interview
Good Morning,

Please find confirmation of the interview details below for Coastal Housing Group’s Development Framework.

The interview will take place on **Tuesday 12th June** at Coastal Housing Group’s (NEW) offices (3rd Floor, 220 High Street, Swansea, SA1 1NW).

The interview will start at 1:30 pm and should last approximately 45 minutes. Following a 20 minute presentation outlining your proposals that have been assessed by the CHG team, you may then be asked a number of questions to clarify your bid.

A laptop and projector will be available at the venue, so please bring a memory stick and at least 3 hard copies of the presentation for the panel. The subject matter has been covered within the tender and you should focus your presentation on confirmation and elaboration of those points made, particularly in relation to frameworking and the example projects that have been provided to which some questions relate.

A maximum of three people may attend the interview that will be active in and instrumental to the framework. Please note that attendees from marketing or business development are not considered appropriate for this interview and knowledge of the questions posed in the ITT, projects set out in the ITT and an ability to respond with confidence and with management approval are essential.

A key interest is in **Targeted Recruitment and Training.** An additional person may attend who is engaged as an apprentice.

Please send details of your team to the undersigned by close of business on Thursday 7th June 2012.

The panel will consist of the management team from Coastal Housing Group and Consultancy appointed such as myself who will facilitate the interview.

On arrival, please go to reception and ask for Steve Griffiths and confirm your company name for and reasons for attending is for interview.

Please note that parking is difficult at the offices and would request you park off site and make a time allowance for parking in the town.

At this time we cannot change the time or date so your cooperation here would be appreciated.

Your confirmation of receipt of this email and understanding of the contents is requested.
Preparing for the Interview

Understand the Brief

- 20 min Presentation on the submission
- 25 min questions
- 3 to attend (must be engaged with the Framework) and 1 Apprentice
- T R & T is a key interest
- Panel – Coastal Housing + Consultants

Plan the Presentation

- Confirm our team
- Review key highlights from each section
- Schedule interview preparation
- Produce presentation and handout

Practice, Practice, Practice

- Timed dry runs of presentation
- Edit presentation
- Mock questions
- Final run through with mock panel
Coastal Housing Interview

1.0 Leadership

- Danex Math
  - Framework Manager
- Mathew Williams
  - Senior Commercial Manager
- Sian Dodge
  - Community & Training Manager

2.0 Organisation & Delivery

- Project Execution Plan
  - Pre-Contract
  - Construction
  - Handover Procedures
Coastal Housing Interview

8.0 TR&T – Engaging with Agencies

8.0 TR&T (continued...)

Name: 
Adam Mitchell

Position: 
Trainee Quantity Surveyor

Qualifications: 
Fully-qualified Carpenter
Level 1 & 2 NVQ
Starting BSc (Hons) in Quantity Surveying & Commercial Management in September

Site Experience with VINCI:
SIC - Ocean Villas
Ross Celyn Primary School
Bodorgan Community Centre
Coastal Housing Group
Interview
June 2012

CONTENTS
Introduction: About Us
Meet The Team
Experiences (Case Studies)
Frameworks
TRAY
Health & Safety

INTRODUCTION: ABOUT US

Social Housing
- Community cohesion and sustainability

We are committed to supporting Social Landlords in the provision of homes to communities.
In particular, we support projects which enhance resilient communities and community development through training and employment opportunities. Our business demands that we consider the ultimate purpose of our projects, responding to the expectations of both users and the broader community. Our success is founded on the simple philosophy of deploying the right person for the right job at the right time.

Shared Success
Collaboration is at the heart of everything we do. We take a holistic approach to customer services, because we believe that end-users are best placed to tell us how we can help to support them in improving their lives.
Coastal Housing Interview

Case Study
Usk View, Newport Cardiff

Project Details
Usk View is a mixed development project comprising 28 houses, 16 apartments and a community centre. The scheme also includes a new community centre.

Considerate Constructors
This site was registered under the Considerate Constructors Scheme.
• Brewin Good Considerate Constructors

Case Study
TR&T - Adam Mitchell, Trainee Quantity Surveyor

How did you first hear of VINCI?
Through the contacts between Bristol Port/Talbot College and a VINCI Construction, an email address was put forward to me. I made an inquiry about the possibility of obtaining a work placement as a Trainee QS. The reply was positive and quick. This resulted in a two-week placement at the BBC Drama Village Development being offered to me, of which I gladly accepted. As a Self-Employed Carpenter, I took 3 weeks unpaid leave to attend the placement. I was involved in measuring and checking Bill of Quantities along with providing Pricing Schedules for appliances. The placement enhanced my desire to become a Quantity Surveyor.

Why the Construction Industry?
I have always had a keen interest in furthering myself through the Construction Industry due to the progressive and diverse nature of the Industry. There are so many factors that you can be faced with which helps keep the job interesting. Hints and a half years as a Carpenter means that I already have a good understanding of drawings, specifications and pricing of jobs in the industry. I felt that I could utilise my strengths and enhance them with VINCI Construction.

Experience of VINCI
My experience of VINCI Construction so far has been a very rewarding one. The first day that I arrived I was introduced to everyone at our Cardiff Head office. Everyone made me feel very welcome and part of a team.

Future Ambitions
In 5 years’ time I wish to be a knowledgeable fully qualified Quantity Surveyor with a good reputation for hard work and commitment whilst commercially managing projects.
Nearly there!
Winning factors

- Confidence
- Competence
- Could deliver
- A can do attitude
- Different from the rest
- Leadership and willing to lead
- Knew the client but never worked with them before (homework)
- Left the client excited to do business with them
- TR&T – not just operatives but office skilled people

Vinci got Coastal and Coastal got Vinci
Contractors View

Well Run process from start to finish

Up front research and understanding of Client pays dividends

Challenging questions that made team think. Page restrictions mean that responses are succinct and to the point

Result = 1\(^{st}\) - 85.938%
Is it worth it?

EU....2014
Future Events

- Tomorrow: Regional Corporates do Presentation on Bidding & Bid Management Initiative / Chapter.
- 3rd October: ‘Basic Contract Law for Successful Projects’ by VWV and ‘What is NEC3?’ by JB in Swindon.
- 11th October: Trends & Lessons Learnt in Contracting
- 21st November 2012: Master class 6 Managing the Contract by John Lake