

# Frameworks & Best Practice

17<sup>th</sup> May 2017

Bridgend



**Tony Norris**

**Chair SE Best Practice Club  
CEW Board Director**

**Constructing Excellence in Wales**





Fframwaith Contractwyr Rhanbarthol  
De-Orllewin Cymru  
South West Wales  
Regional Contractors Framework



# South West Wales Regional Contractors Framework

Jason Jones  
Projects Delivery and Contracts Co-ordinator

17<sup>th</sup> May 2017





# Regional Framework Development

	Previous SWWRCF	Current SWWRCF
<b>Timescales</b>	May 2011 – May 2015	Feb 2016 – Jan 2020
<b>Scheme Values</b>	Over £3.5M	£1 - Over £15M
<b>Lotting Strategy</b>	3 Lots	12 Lots with restrictions
<b>Contract Arrangements</b>	NEC Option C	NEC Options A and C
<b>Award Notice Value</b>	£294M	£850M
<b>Participants</b>	4 Local Authorities and 9 Participant Organisations	5 Local Authorities and 25 Participant Organisations
<b>Governance</b>	4 Local Authorities	5 Local Authorities with direction from Specialist Working Groups



# Framework Background

- **Carmarthenshire County Council hosts the Framework on behalf of the Region**
- **5 Local Authorities within the South West Wales Region have committed to manage and use the Framework**
- **25 named organisations confirmed their participation in the Framework**
- **23 Contractors awarded positions on the Framework**



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# Framework Partners - Clients



Diocese  
of Menevia



Parc Cenedlaethol  
Arfordir Penfro  
Pembrokehire Coast  
National Park



Diocese of Llandaff



Llanelli Rural Council





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# Framework Partners - Contractors





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# Framework Management Group



Hywel Harries & Jason Jones



Lyndon Griffiths & Andrew Ginn



Andrew Shaw & Darren Dagless



Clive Barnard & Paul Dorrell



Steve Owens & Maria Jones





# Framework Governance

Framework Management Group

Community  
Benefits Group

Design  
Working Group

Cost Control  
Working Group

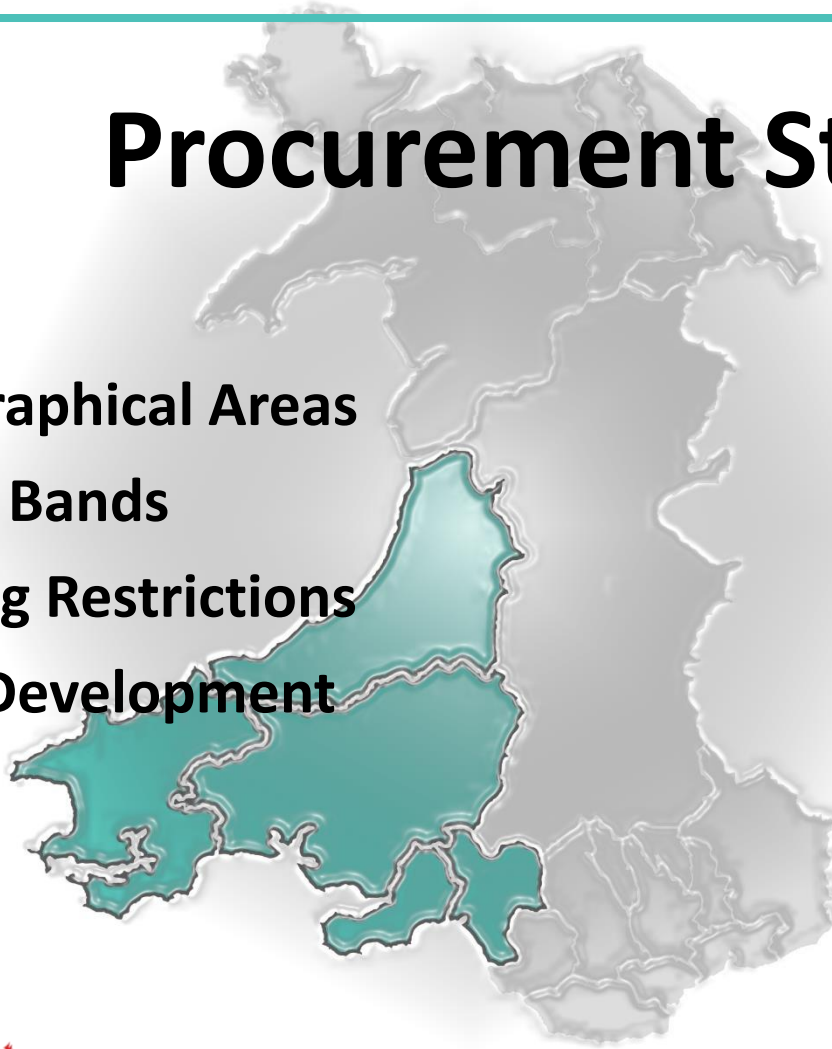
Non LA  
Member Group

Contractors  
Working Group



# Procurement Strategy

- Geographical Areas
- Value Bands
- Lotting Restrictions
- SME Development



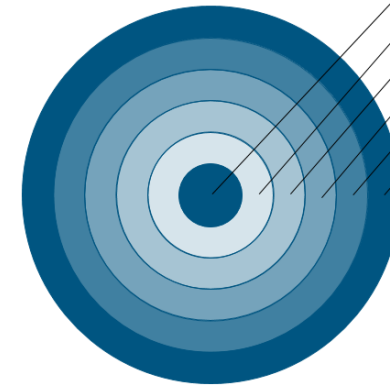
Lot No.	£1 to £1,000,000
1	Carmarthenshire
2	Ceredigion
3	Neath Port Talbot
4	Pembrokeshire
5	Swansea
£1,000,000 to £3,500,000	
6	East
7	West
£3,500,000 to £7,500,000	
8	East
9	West
£7,500,000 to £15,000,000	
10	East
11	West
£15,000,000 and over	
12	All



# Framework Contract Documentation

Annex	Description
	Agreement for NEC3 ECC Contract
Annex 1	Contract Data
Annex 2	Amendments to Contract Additions and Option Zs
Annex 3	Works Information (Templates available)
Annex 4	Community Benefits Submission (Templates available)
Annex 5	Trust Deed - Project Bank Account
Annex 6	Parent Company Guarantee
Annex 7	Contractor Warranty to Beneficiary
Annex 8	Contractor Consultant Warranty to Beneficiary
Annex 9	Subcontractor Warranty to Beneficiary
Annex 10	Form of Novation Agreement
	Letter of Appointment - Preconstruction Services

## Call Off Contract - Overview



- Form of Agreement
- NEC Conditions
- Main Options
- Secondary Options
- Contract Data
- Option Z amends
- Other annexes, e.g. W.I. / S.I.



# Standard Framework Documentation

**Cyngor Sir Gâr Carmarthenshire**  
EICH CYNGOR arleinamdani  
www.sirgar.llyw.cymru  
YOUR COUNCIL doltonline  
www.carmarthenshire.gov.wales

**[Project Name/Location]**  
**[Project reference]**

**Works Information**  
Part 1 – Employer's Work Information

**[Project reference number]**  
**[Data]**

Jonathan Pearm BSc (Hons) M.A., C.S.  
Fframwaith Eiddo, Bloc 3, Parc Strydola,  
Hauz Ddraig, Caerfyrddin SA31 1HG  
Head of Property, Block 3, Parc Strydola,  
Richmond Terrace, Carmarthen SA31 1HG

Mae Cyngor Sir Gaerfyrddin yn cynnwys  
gofhoboth yn Gymraeg neu yn Saesneg  
Carmarthenshire County Council maintains  
correspondence in Welsh or English

BRODDGOMYR | INVESTORS  
MEIN FODR | IN PEOPLE

WORKS INFORMATION

**WORKS INFORMATION**  
**PART 1 – EMPLOYER'S WORKS INFORMATION**

Table of Contents

WI 100	Description of the Works .....	3
WI 200	General constraints on how the Contractor provides the Works .....	5
WI 300	Contractor's design .....	11
WI 400	Completion .....	14
WI 500	Programme .....	18
WI 600	Quality Assurance .....	21
WI 700	Tests and inspections .....	23
WI 800	Management of the Works .....	26
WI 900	Working with the Employer and Others .....	29
WI 1000	Services and other things to be provided .....	30
WI 1100	Health & Safety .....	32
WI 1200	Subcontracting .....	33
WI 1300	Title .....	35
WI 1400	Acceptance of procurement procedure (Option C only) .....	36
WI 1500	Accounts and records (Option C only) .....	36
WI 1600	Funding and Other Conditions .....	37
WI 1700	Community Benefits .....	39
WI 2000	Employer's work specifications and drawings .....	40





# Standard Framework Documentation

## Community Benefits Method Statement

### Guidance for information

The answers to Sections 1 to 4 are to be completed by the Tenderer. Further information is detailed in the Community Benefits Information Sheet (located within the Attachments area of ITT). **NB: You must provide information based on what your targets and aims will be if you are successful in your Tender submission, as opposed to what you are already doing in these areas now.** Please ensure that you adhere to the page limits stated in each question. The "Minimum Requirement" figures included in the table below are taken from the South West Wales Regional Contractors Framework Agreement, Schedule 6.

### Section 1 – Targeted Recruitment & Training

**1.1** Please complete the following tables, noting the required evidence and referring to the TR&T Definitions provided within the Community Benefits Information Sheet. Your proposal should be entered in Column C. **For example, for KPI 1 you will need to enter at least '12' to meet the minimum requirement of 5 students that will gain 5 days of work experience per student placement.**

A Output Description	B Minimum Requirement	C Your Proposed Based on Column B	D Measure Definition	E Evidence Required (Refer to Targeted Recruitment and Training Outcomes within the Community Benefits Information Sheet)
KPI 1 – Work Experience Placements (in Education)	5 Students		5 days per student	Written confirmation from the learning provider or employer of the student participation in the activity. Learner evaluation form
KPI 2 – Work Experience Placements (not in education)	4 Students		5 days per student	Written confirmation from the learning provider or employer of the candidate participation in the activity. Learner evaluation form
KPI 3 – Jobs Created (New Entrants)	5 Employees		13 weeks employment per individual	Notification of vacancy on file. Copy of the offer of employment. Confirmation letter or statement from employer of 13 weeks employment (qualifying period)
KPI 4 – Construction Careers Information, Advice and Guidance Events	3 Events		Per Event	Confirmation from the participating organisation of the student engagement in the activity. Completed documentation detailing activity delivered and numbers attended
KPI 5 – Wages Training Weeks On Site	150 Weeks		Per Week	Registration documents / written confirmation from training provider detailing course of study, duration and qualification. Completion certificates
KPI 6 – Qualifying the Workforce	7 Months		Per Certificate	Completion certificates
KPI 7 – Training Plans	2 Plans		Per Plan	A copy of the training plan with start and completion dates
KPI 8 – Case Studies Approved	1 Case Study		Per Case Study	Copy of approved case study

### 1. Evaluation Criteria

- (i) The criteria by which the most economically advantageous Tender was determined is detailed below and is not stated in any order of priority: -
- a) Cost: 70% as per schedule criteria
  - b) Quality: 30%
- the ability to meet the core requirement within the Specification as detailed below:
- Method Statement - 50%
  - Programme - 15%
  - CVs - 15%
  - Community Benefits - 20%
- (ii) The total score your tender obtained against the above criteria was: -
- a) Cost: 69.68%
  - b) Quality: 25.80%

### 2. Feedback

The feedback for your successful tender is as follows:-

QUALITY		
Quality Criteria	Score	Your Tender
1.4.1 Please provide a method statement for the delivery of the project. The method statement should include your proposals for delivery of the project from start to completion and in particular your responses to the specific requirements set out and contained within the Works Information document.	5	<b>Rating of response:</b> See above Scoring Matrix for definition.  <b>Reason for score awarded:</b> an excellent submission that provides detailed logic and construction methodology for the scheme. Your submission would benefit from addressing how vehicles would access the site based on the DCWW restrictions.
1.4.2 Please provide a programme for the project paying particular attention to the information contained within Section W1 500 of the Employers Works Information Document and anticipated key timescales.	5	<b>Rating of response:</b> See above Scoring Matrix for definition.  <b>Reason for score awarded:</b> an excellent submission demonstrating that all key milestones have been addressed, and illustrating the preconstruction and construction phases. Your submission would benefit from identifying the PAC report.



# Supply Chain Event

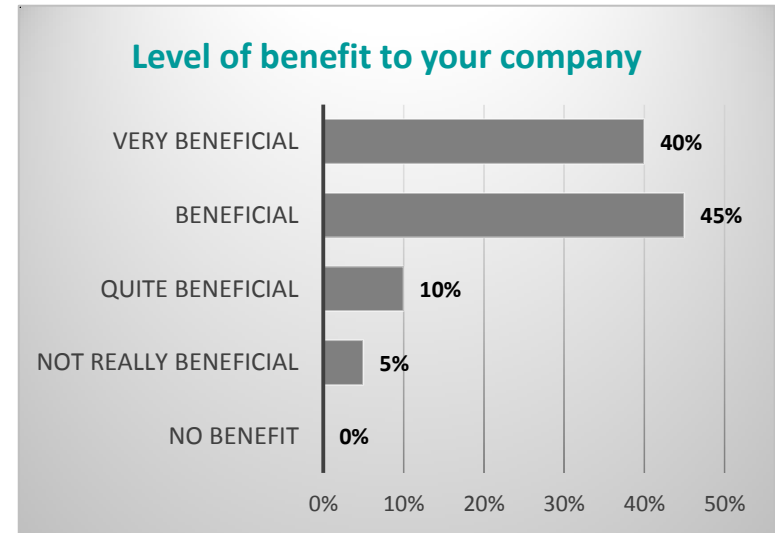
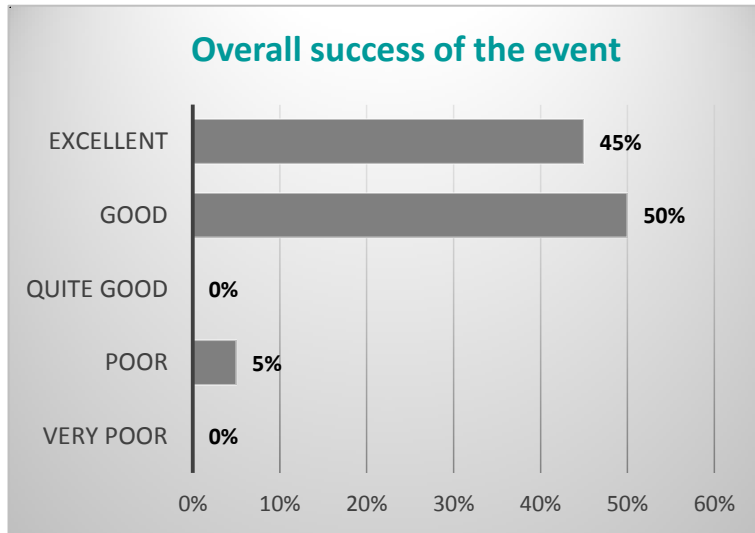
*“I feel the framework is run very well and I especially like the emphasis on the supplier engagement event, which demonstrates to the suppliers that the public sector do want to award work to SME's and work with them to grow their businesses”, Kirsten Tucker, Dyfed-Powys Police.*

*“I mostly liked having the chance to network with so many successful contractors and businesses. It was a great marketing opportunity for Tremorfa Ltd, allowing us to increase our brand awareness by informing these large companies of who we are and what services we can provide. The networking could potentially lead to us doing business with some great companies in the future, which is why it was so enjoyable.”. Tremorfa Ltd*



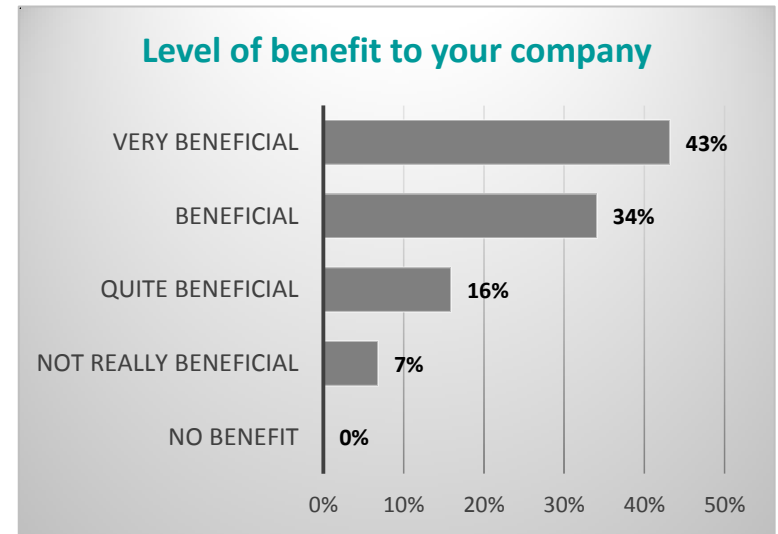
# Contractor Engagement Event

## Contractor Feedback





# Contractor Engagement Event Supply Chain Feedback







# Pipeline Overview

## Total Activity To Date (award February 2016) –

- 26 Contracts Awarded
- 6 Completed Contracts
- 20 Live Contracts
- 18 Contracts Confirmed Due or Currently Out to Tender
- Committed Spend = £182M
- SME Contract Award Value = £44.5M
- Total Forward Programme = £174M





# Lessons Learned

## FRAMEWORK PROCUREMENT

- Regional management structure of Framework
- Resourcing procurement process
- Complexity of Framework Tender based on Lot
- Joint Bids
- Tender route
- Tender media

## FRAMEWORK OPERATION

- Multi-regional requirements
- Tender procedure and resources
- Framework Guide
- Contractor one-to-one meetings
- Resourcing Community Benefits requirements



# Framework Performance

## What did we hope to achieve from the Framework Performance Survey?

1. Reflection of stakeholder opinions of the Framework
2. How is the Framework performing?
3. Levels of communication
4. Likes and dislikes of stakeholders using the Framework
5. Identifying improvement opportunities

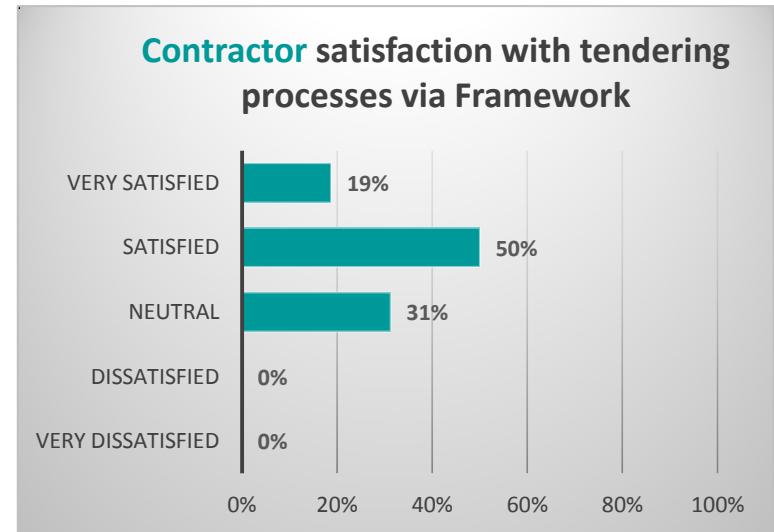
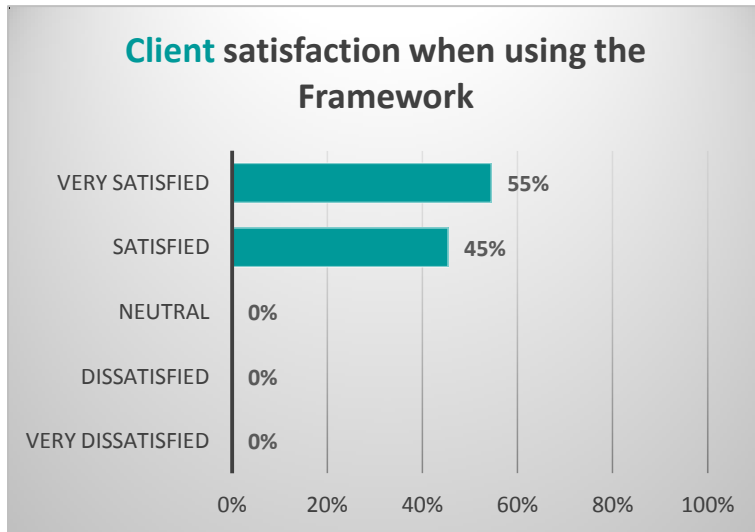


Q11 If yes, please rate your level of satisfaction with the following elements of the Framework:

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
Overall satisfaction with the tendering processes through the Framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication with the Framework Team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of bidding for contracts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistency of tender processes between the Framework Clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feedback received from Framework Clients following the conclusion of tender exercises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Framework Agreement and Suite of contractual documentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level of opportunities to bid within the Lots that you have secured a place in	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

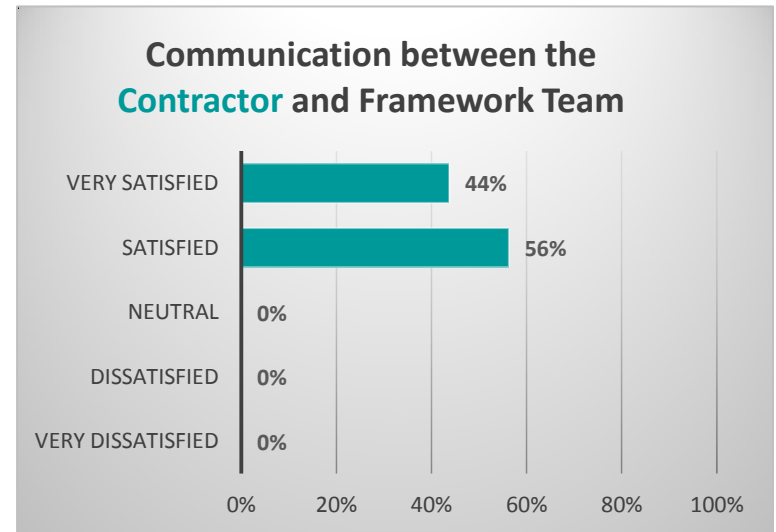
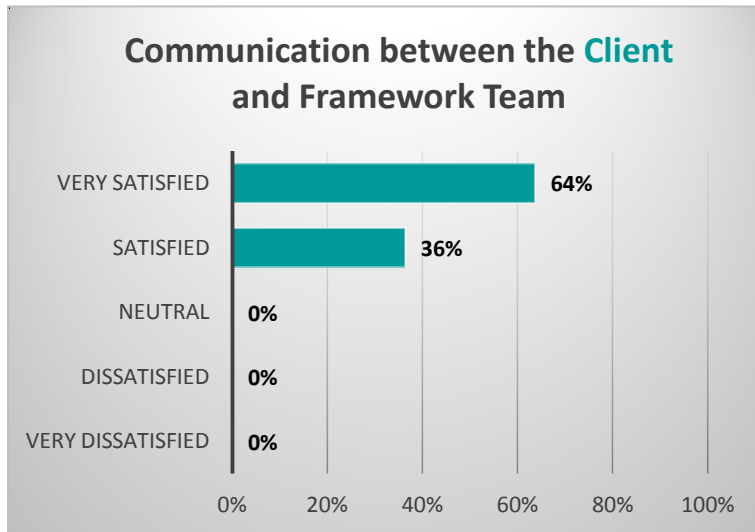


# Framework Satisfaction





# Framework Communication





# Framework Development

1. Call off feedback processes
2. Consistency of tender documents and processes
3. Assist Clients to advertise call off opportunities
4. Client Framework Guide
5. Exploring best practice sharing opportunities





# Framework Performance

## What do Clients like about the Framework?

- “Avoids need to invite expressions of interest; get to know contractor's tendering strategies and by using same contractors this assists with lessons learned.”
- “Good set of documents. Contractors already prequalified - concentrating on final procurement. Good focus of local benefits.”
- “Clear value bands and supplier choice, ease of use and support from Framework team is excellent”

## What do Contractors like about the Framework?

- “Provides plenty of opportunities to bid for work within the locality. It has also enabled us to build long term working relationships and continuously improve as a company.”
- “The length of the framework allows for sustainable training and employment opportunities. It allows for responsible company growth and positive community benefits.”
- “Being a chosen framework partner provides further opportunities to secure building construction works. There is also an opportunity within the framework to engage construction partners at pre-design stage to apply value engineering principles.”



# Demonstrating Leadership

- **Work in partnership with support programmes & organisations, e.g. –**
  - Cyfle Building Skills
  - Lift Programme
  - Workways+
  - Jobcentre Plus
  - Careers Wales
- **Targeted Recruitment and Training Targets (in conjunction with Skills Academy)**
- **Streamlining data**
- **Templates available for Framework Participants**
  - Community Benefits Method Statement
  - Employers Works Information
  - Standard Tender Questions
  - Instructions to Tender
  - Expressions of Interest
  - E-tendering Templates
  - Feedback Letters
- **SME Opportunities**
- **Fair Payment Clause**
- **Ethical Employment Clause**
- **Community and Education Initiatives**
- **Supply Chain Training and Development**
- **Sharing best practice throughout the region**





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**Diolch**  
**Thank You**

