

**AREA 10 ASC
PROTECT – COMMERCIAL**

FOR YOUR IMMEDIATE ACTION

**PLEASE RESPOND BY 14:00 HRS ON FRIDAY 11TH MAY 2012 VIA THE
MESSAGING FACILITY ON BRAVO SOLUTIONS.**

SUSTAINABILITY CLARIFICATION 10

DATE OF ISSUE: 8/5/12

We are currently continuing the assessment of your tender and require confirmation of the following table.

You should not infer from this letter that your Company/Organisations offer will necessarily be accepted or indeed, that the Secretary of State for Transport will award any contract on the basis of this tendering exercise.

Ref	Query	Response
1	Please clarify where the costs of the service excellence programme has been included within your tender.	Staff costs for initial implementation are included within our bid as part of the mobilisation activities. The size of the organisation structure allows for the delivery of the service excellence programme by the BBMM Area 10 Team, with the individual's responsibilities defined in their role profiles.
2	Part A submission, para 0.6.1 states BBMM will invest in an IT system for their network risk based approach. Please clarify where this has been included within your tender.	This is included within the IT allowance, detailed the 'GE Book' explained as part of the financial validation process and included with our response to Technical Validation Clarification 5.
3	Please clarify where the costs of maintaining the Preston Brook depot have been included within your tender.	Please refer to Section 0.3.4 in our Quality Submission where we state that "we have reviewed the availability of operational depots and concluded that we do not require Preston Brook depot". On that basis we have not allowed any costs relating to this depot.
4	Please clarify which roles, if any, submitted within the resource schedule and organisational structure chart are based on individuals performing multiple roles.	The Resources Schedule is based on each role being delivered by an individual person and no individuals covering more than one role. It is also based on a number of the roles being shared across more than one contract. For these shared roles the FTE total is shown as less than 1. The Organisation Structure is based on the same principles. Where there is more than one individual in the same role this has been stated (eg x3). The blue boxes indicate roles dedicated full time to Area 10. The black boxes indicate

Ref	Query	Response																
		roles to be shared across contracts.																
5	<p>Some of the key positions which are not indicated to be a shared resource on the organisation structure chart are shown as 0.5 FTE's on the resource schedule. Please confirm, for each part FTE role;</p> <p>i. if the resource is to be employed on other activities within the Area 10 commission and what these activities involve.</p> <p>ii. if the resource is to be shared with another commission/s and the location of such commission/s</p>	<p>The Resource Schedule shows only the FTE for Lump Sum activities on Area 10 ASC. The remainder of the people time for the roles listed is allocated as indicated in Table 5.1 appended to the end of this document, and will be recovered under the Design & Management Factors. The other commissions to which these roles are allocated will change as BBMM's portfolio changes. At the Area 10 Access Date BBMM will share resources across Areas 4 and 10.</p>																
6	<p>If resource is to be shared with another commission, please clarify the location and how the overheads and travel time/costs have been allocated and recovered within your tender.</p>	<p>Resources will be shared with all other BBMM commissions – currently Area 4, but with the opportunity of further Areas. The location of each individual will be subject to the outcome of the TUPE, recruitment and retention processes. Travel time/costs are included within the 'GE Book' demonstrated during the financial validation process, and will be recovered according to the FTE percentage outlined in the Resource Schedule.</p>																
7	<p>A number of the roles shown on the resource schedule do not align to those contained in the Part A organisation structure chart. For example, Data Managers on the resource schedule – but Data Custodians are shown on the organisation chart. Are these the same? Also, the Area 10 Service Manager is an HA role. Is this the AMOR Service Leader? Please provide clarification of how all the roles on the resource schedule align with those contained within the organisation chart.</p>	<p>There are discrepancies in some role descriptions. For clarity, we provide the following equivalence table:</p> <table border="1" data-bbox="772 1406 1425 1839"> <thead> <tr> <th data-bbox="772 1406 1062 1440">Resource schedule</th> <th data-bbox="1062 1406 1425 1440">Org structure</th> </tr> </thead> <tbody> <tr> <td data-bbox="772 1440 1062 1485">Service Manager</td> <td data-bbox="1062 1440 1425 1485">ASC Director</td> </tr> <tr> <td data-bbox="772 1485 1062 1529">Data Manager</td> <td data-bbox="1062 1485 1425 1529">Data Custodian</td> </tr> <tr> <td data-bbox="772 1529 1062 1574">Data Mgmt Asst</td> <td data-bbox="1062 1529 1425 1574">Data Custodian</td> </tr> <tr> <td data-bbox="772 1574 1062 1653">Incident Response Manager</td> <td data-bbox="1062 1574 1425 1653">Response/ Severe Weather/ Contingency Mgr</td> </tr> <tr> <td data-bbox="772 1653 1062 1720">Performance & Improvement Manager</td> <td data-bbox="1062 1653 1425 1720">Performance & Improvement Leader</td> </tr> <tr> <td data-bbox="772 1720 1062 1765">Performance Manager</td> <td data-bbox="1062 1720 1425 1765">Performance Manager</td> </tr> <tr> <td data-bbox="772 1765 1062 1839">Operations and Maintenance Manager</td> <td data-bbox="1062 1765 1425 1839">AMOR Service Leader</td> </tr> </tbody> </table>	Resource schedule	Org structure	Service Manager	ASC Director	Data Manager	Data Custodian	Data Mgmt Asst	Data Custodian	Incident Response Manager	Response/ Severe Weather/ Contingency Mgr	Performance & Improvement Manager	Performance & Improvement Leader	Performance Manager	Performance Manager	Operations and Maintenance Manager	AMOR Service Leader
Resource schedule	Org structure																	
Service Manager	ASC Director																	
Data Manager	Data Custodian																	
Data Mgmt Asst	Data Custodian																	
Incident Response Manager	Response/ Severe Weather/ Contingency Mgr																	
Performance & Improvement Manager	Performance & Improvement Leader																	
Performance Manager	Performance Manager																	
Operations and Maintenance Manager	AMOR Service Leader																	
8	<p>The level of resources on the schedule are different to those on the organisation structure chart. In some cases no resource is shown on the</p>	<p>The numbers after certain roles on the organisation chart indicate numbers of individuals, not FTEs allocated to Area 10. Those shown in dark grey are shared across all BBMM commissions. The Resource Schedule</p>																

Ref	Query	Response
	<p>schedule and in many cases the resources on the schedule are less than those on the organisation structure chart. Please explain why there are differences in the level of resources shown</p>	<p>shows only the FTE for Lump Sum activities on Area 10 ASC.</p>
9	<p>The Resource schedule does not include people figures (hours) for A415. Please clarify.</p>	<p>The Maintenance & Response Teams (MRTs) will carry out maintenance (cleaning). However, we have allocated the MRT time to Incident Response, in line with HA guidance on previous tenders.</p>
10	<p>The ASC Director is shown as heading the Area 10 commission on the organisation structure chart. The role is not included on the Resource Schedule. Please clarify</p>	<p>Post (1), Area 10 Service Manager, on the Resource Schedule corresponds to this role – see response 7 above.</p>
11	<p>Please clarify where the costs of route portraits and line of sight plans are included within your tender.</p>	<p>The costs of route portraits are included within the activities of the Network Performance Analyst. The costs of line of sight plans are included within the activities of each team leader.</p>
12	<p>Please clarify where the cost of provision and management of gritter twitter is included within your tender.</p>	<p>‘Gritter twitter’ is included in Part B as evidence of best practice in stakeholder engagement. In compiling the Stakeholder Management Plan (SMP) for Area 10 ASC, we will consult HA and key stakeholders on the means of engagement. If ‘gritter twitter’ were agreed to have value, we would include it in the SMP. The costs of ‘gritter twitter’ are anticipated to be minimal, and would be included within the activities of the Response/ Severe Weather/ Contingency Manager. Each daily ‘tweet’ is under 140 characters long, so the time required would be minimal. There would be no additional IT requirement.</p>
13	<p>The organisation structure chart shows a technical team of 28 FTE's, but these are not shown on the resource schedule. Please clarify where the costs have been included within your tender.</p>	<p>The Resource Schedule shows only the FTE for Lump Sum activities on Area 10 ASC. The technical team's costs are included within the Design & Management Factors for schemes.</p>
14	<p>Please identify where within your tender the cost of the 3D laser surveying and other specialist surveying and IT equipment/software are allowed for.</p>	<p>The 3D laser surveying equipment, IT equipment and processing software is already owned/ licensed by Balfour Beatty's in-house surveying team.</p> <p>Our risk-based inspection process, described in Process 2.01 of our Quality Submission, will</p>

Ref	Query	Response										
		<p>determine the safest, leanest, most-cost effective means of gathering asset information. If 3D laser surveying is determined as offering the most cost-effective means, it will be deployed in place of the standard means. The costs are therefore included within our Inspection allowance.</p> <p>For schemes, the rate will be built up and agreed with the HA in accordance with the Contract.</p>										
15	Please clarify where the cost of reviewing the quality of data and the updating of asset databases for third party works is included within your tender	The costs of these activities are included within the scope of the asset team, primarily of the Asset Manager (post 4 on the Resource Schedule), the Data Managers and Data Management Assistants (posts 5-8) and the Asset Champions (posts 9-20) other than when they are defined as cost reimbursable works. For third party works the costs may be recovered from the third party.										
16	Data Custodians are shown on the organisation Chart as a shared resource. Please clarify where they have been included in the Resource Schedule.	These correspond to the Data Manager and Data Management Assistants (posts 6-8), see response to Q7 above.										
17	Please clarify where the Forward Programme Manager is identified on the Resource Schedule and provide a breakdown of the role mapped to the 0.5 FTE.	<p>The Forward Programme Manager is post 27 on the Resource Schedule. Their time is allocated:</p> <table border="0"> <tr> <td>A106 Data mngt</td> <td>10%</td> </tr> <tr> <td>A107 H&S</td> <td>5%</td> </tr> <tr> <td>A301 Asset mngt records</td> <td>5%</td> </tr> <tr> <td>A302 Integrated asset mngt</td> <td>10%</td> </tr> <tr> <td>A401 General</td> <td>70%</td> </tr> </table>	A106 Data mngt	10%	A107 H&S	5%	A301 Asset mngt records	5%	A302 Integrated asset mngt	10%	A401 General	70%
A106 Data mngt	10%											
A107 H&S	5%											
A301 Asset mngt records	5%											
A302 Integrated asset mngt	10%											
A401 General	70%											
18	Please clarify where the cost of lean workshops have been included within your tender submission	The activities involved in running and participating in lean workshops are included in our management team's general duties.										
19	The Response/Severe Weather/Contingency Manager is included on the organisation structure chart. The role is not included on the Resource Schedule. Please clarify.	This corresponds to the Incident Response Manager (post 40) see response to Q7 above.										
20	The AMOR Service Leader is not shown on the Resource schedule but is shown on the Organisational Chart. Please clarify.	This corresponds to the Operations & Maintenance Manager (post 37), see response to Q7 above.										
21	Your Part A submission indicates 72 drivers with 25% contingency. Please confirm where this resource (72 drivers	<p>The provision comprises:</p> <table border="0"> <tr> <td>MRTs</td> <td>36 FTE</td> </tr> <tr> <td>DCP teams</td> <td>12 FTE</td> </tr> <tr> <td>Winter service team</td> <td>6 FTE</td> </tr> </table>	MRTs	36 FTE	DCP teams	12 FTE	Winter service team	6 FTE				
MRTs	36 FTE											
DCP teams	12 FTE											
Winter service team	6 FTE											

Ref	Query	Response
	and 25% contingency) is identified within the Resource Schedule and where the costs are included within your tender.	<p>TM crews 11 FTE Supervisors 7 FTE Inspectors 3 FTE subtotal 75 FTE</p> <p>Contingency resilience will comprise members of the management team trained to driver gritter trucks: Asset Champions 12 FTE Operations Manager 1 FTE Network Manager 2 FTE total 90 FTE</p> <p>The costs have been included within the Severe Weather Lump Sum allowance.</p>
22	Please clarify where the Commercial Manager is identified within your resource schedule. Please provide a breakdown of the role mapped to the 0.5 FTE's	<p>The Commercial Manager is post 67 on the Resource Schedule. Their time is allocated: A113 Third party claims 20% A401 General 80%</p>
23	Please identify where the Asset Development Manager (Watchman) is on your organisational structure plan. Please provide a breakdown of the activities of the Asset Development Manager, AMOR Service Leader and Asset Management Leader	<p>This corresponds to the Asset Manager (Watchman) on the organisation structure.</p> <p>Asset Development Manager: A107 H&S 10% A110 Consultation etc 10% A301 Asset mngt records 10% A302 Integrated asset mngt 30% A403 Watchman 40%</p> <p>AMOR Service Leader: A105 Quality mngt 10% A107 H&S 25% A113 Third party claims 5% A401 General 60%</p> <p>Asset Management Leader: A107 H&S 10% A110 Consultation etc 10% A301 Asset mngt records 10% A302 Integrated asset mngt 30% A403 Watchman 40%</p>
24	Please clarify how the Severe Weather Duty Manager will operate given that this appears to be an extra duty to normal senior manager activities and clarify where the costs have been included within your tender	<p>The Severe Weather Duty Manager responsibilities will be carried out by the Incident Response Manager (Post 40 on the Resource Schedule) supported by other members of the AMOR team on a shift basis for the out of hours activities. The number of resources required and costed has been based on a proportion of their time being dedicated to</p>

Ref	Query	Response
		Sever Weather Duties.
25	Please provide a breakdown of the 59,920 hours allocated to the 24 low and 34 high gritting routes.	CANDY worksheet A407 provided during the financial validation process breaks down the 59,200 hours as follows: 4hrs per treatment x 58 treatments x 32 high routes x 5 yrs = 37,120 hrs 4hrs per treatment x 46 treatments x 24 low routes x 5 yrs = 22,080 hrs Combined total = 59,200
26	Please clarify the discrepancy between the number of high routes in item A407 and the number stated within your Part A Quality submission	The number of routes given in the submission includes two short 'extra effort' routes. The number against item A 407 covers the base routes but includes the resources which are necessary when the 'extra effort' routes are required.
27	The Resource Schedule shows the total number of hours as 32,400 (column cp, row 58) for Operatives – Winter Maintenance Treatments. This figure appears to be incorrect, given the 59,220 hours stated for Severe Weather Service. Please clarify.	There is an error in the spreadsheet, in that certain totals have not calculated correctly – see response 46. The correct figure is 59,200 hrs (see response 25 above) and has been costed in our bid.
28	The Resource cost schedule indicates a cost for winter operatives against A412 paved areas, this does not align with the Resource Schedule, please clarify.	This resource was omitted from the Resource Schedule in error.
29	The Resource Schedule does not identify the total FTE for operatives under the Operatives - Winter Maintenance Treatments heading. Please clarify	Operatives - Winter Maintenance Treatments comprise 5.7 FTE; equivalent to 5 yrs x 2080 hrs/yr = 59,200 hrs.
30	Please clarify how the costs of pre-programmed cards and any updates for use with the GPS system are recovered.	The costs are included in our IT allowance.
31	The Resource Schedule shows, for a 24/7 (as defined in Part A General Management 0.3.4) tactical incident response, 374,400 hours against the Maintenance and Response Teams (daytime service). Please provide a breakdown of the allocated hours	CANDY worksheet A405 provided during the financial validation process breaks down the 374,400 hours as follows: 2 operatives x 8 hr shift x 18 crews x 5 days x 52 wks x 5 yrs = 374,400 hrs.

Ref	Query	Response
32	The Resource Schedule shows the total number of hours as 291,180 for Maintenance and Response Teams. This figure appears to be incorrect, given the 374,400 hours for incident response. Please clarify.	There is an error in the spreadsheet, in that certain totals have not calculated correctly – see response 46. The correct figure is 380,580 hrs and has been costed in our bid.
33	Total number of hours for Maintenance and Response Teams is 374,400, this equates to 1997 annual hours for the 37.5 staff. Please clarify why the annual hours for this resource have not been calculated on the same basis as the other resources (ie 1650 annual hours).	The correct figure is 380,580 hrs and is equivalent to a 36.6 FTE. This is based on a 2080 hr working year for ‘blue collar’ staff. The 1650 working year is for ‘white collar’ staff.
34	For a 24/7 (as defined in Part A General Management 0.3.4) tactical incident response, (night time service) indicates the use of Traffic Management and Response Teams which are not identified in the resource schedule. Please clarify.	Out-of-hours incident response will be recovered through ‘Damage to Crown Property’ works as explained during the financial validation process and further explained in our responses to Technical Validation Clarifications 7 and 9.
35	The 3.5t Crew Cab is shown to be used for incident response – with 145620 hours indicated over the 5 year contract. This equates to 29124 hours per year, or 2427 hours per month or approx 81 hours per week = 11.55 hours per day. Please clarify how the requirements will be met with the resources identified.	There is an error on the resource schedule: 145,620 hrs should read 93,600 hrs, broken down as follows: 8 hr shift x 9 vehicles x 5 days x 52 wks x 5 yrs = 93,600 hrs. Each vehicle will be used by two shifts; hence we need 9 vehicles for the 18 MRT crews. However, the daily hire cost is for a 24-hr period. To obtain an equivalent hourly rate for the vehicle we have elected to divide the daily hire cost by 8 hours.
36	Please clarify how the Duty Response Manager will operate given that this appears to be an extra duty to normal senior manager activities. Also please clarify how the costs of individuals undertaking both roles will be apportioned and recovered to each role.	The Duty Response Manager responsibilities will be carried out by senior managers from the AMOR team on a shift rota basis. The number of resources required and costed has been based on a proportion of their time being dedicated to incident duties.
37	Please clarify where the maintenance and service costs for equipment (e.g Toughbooks	The costs are included in our IT allowance.

Ref	Query	Response						
	and Airwave radios) are included within your tender							
38	The Lean resource is shown as 0.25 FTE. Please clarify the roles of this resource linked to organisational structure plan and provide a breakdown of the time by activities	<p>The Lean Improvement Manager will advise and facilitate lean improvement workshops with the contract delivery teams. He/she will collate and share best practice and lessons learned across BBMM commissions and with the HA Maintenance Community. He/she will identify potential lean efficiency improvements and assist with the development of business cases. Their time within the Lump Sum allowance is allocated as follows:</p> <table> <tr> <td>A105 Quality mngt</td> <td>80%</td> </tr> <tr> <td>A107 H&S</td> <td>10%</td> </tr> <tr> <td>A401 General</td> <td>10%</td> </tr> </table>	A105 Quality mngt	80%	A107 H&S	10%	A401 General	10%
A105 Quality mngt	80%							
A107 H&S	10%							
A401 General	10%							
39	Please clarify the roles of the performance improvement manager and the performance improvement leader as identified in Part A 6.0, with reference to the Resource Schedule.	The Performance Improvement Manager and Performance Improvement Leader correspond to posts 88 & 89 on the Resource Schedule.						
40	The organisation structure chart shows 7 (shared) personnel for red and green claims whereas the resource schedule shows 5 (shared) staff. Please clarify.	There is an error on the organisation structure chart – it should read 5 shared staff.						
41	Please provide a breakdown of the Risk Co-ordinator by activities.	<p>Their time is allocated as follows:</p> <table> <tr> <td>A107 H&S</td> <td>10%</td> </tr> <tr> <td>A401 General</td> <td>90%</td> </tr> </table>	A107 H&S	10%	A401 General	90%		
A107 H&S	10%							
A401 General	90%							
42	The Resource Schedule does not include any Principal Contractor or CDM Coordinator resources. Please clarify how these roles are to be resourced and funded for the lump sum (non scheme) elements of the commission.	The duties and responsibilities of Principal Contractor are integral to our business management systems and quality plan, so are not separately resourced or costed. The input by the CDM Co-ordinator to Lump Sum elements at the start of the ASC commission is included within the general overhead element of our fee. The fulfilment of general CDM duties is integral to our business management systems and is part of our management team's general responsibilities. As each Lump Sum activity is not envisaged to be 'notifiable' under CDM Regulations, the CDM Co-ordinator is envisaged to have a comparatively low level of specific input.						
43	Please provide a breakdown of the Safety, Sustainability, Risk, Quality & Assurance (SSRQA) Leader by activities	<p>Their time is allocated as follows:</p> <table> <tr> <td>A105 Quality mngt</td> <td>30%</td> </tr> <tr> <td>A107 H&S</td> <td>50%</td> </tr> <tr> <td>A401 General</td> <td>20%</td> </tr> </table>	A105 Quality mngt	30%	A107 H&S	50%	A401 General	20%
A105 Quality mngt	30%							
A107 H&S	50%							
A401 General	20%							

Ref	Query	Response
44	Please clarify how the costs of the work to develop and implement the behavioural and right first time culture within the commission will be recovered.	The majority of the work will be carried out during the mobilisation period by the Change Manager, and is costed within this allowance. Training Managers will provide ongoing refreshment of the programmes over the commission.
45	The resource schedule for Demobilisation appears inconsistent with the part A process, in that some of the roles stated in the process do not have hours allocated to them eg, Change Manager and ASC Director etc. Please clarify.	ASC Director corresponds to Demobilisation Manager in the Resource Schedule. Change Manager corresponds to Demobilisation Assistant in the Resource Schedule.
46	Resource Schedule. A number of the columns on the Resource Schedule appear to have an incorrect total value. Please clarify.	Detailed in responses 27, 32, 35, 47, 49 above.
47	Equipment. 7.5t tipper. Category A420 has 3000 hours against it – yet the total is shown as 1980 hours. Please clarify.	There is an error on the spreadsheet. 3,000 hrs is the correct figure and has been costed in our bid. CANDY worksheet A420 provided during the financial validation process breaks down the 3,000 hours as follows: 8 hr shift x 15 wks x 5 yrs = 3,000 hrs
48	Please clarify how the costs of equipment such as pool cars, digital cameras and laptops for lump sum activity and scheme site use are to be recovered	These costs are recovered as part of the Provider's Fixed Overhead.
49	The Resource Schedule shows the total number of hours as 80,640 for Operatives for TM work. This figure appears to be incorrect, given the 115,260 hours stated for activity A420. Please clarify.	There is an error on the spreadsheet. 115,260 hrs is the correct figure and has been costed in our bid.
50	The Resource Schedule shows the diesel consumption against A420 Traffic Management only. Please clarify where diesel for use on other activities is identified within the resource schedule	Fuel for vehicles up to 7.5t is included in the hourly rate, as demonstrated during the financial validation process. Vehicles of 7.5t and over tend to use fuel to power compressors & plant, so this element of diesel has been identified separately against A420.
51	In response to tender clarifications 1 and 2 you confirmed that an allowance had been made within other items. For each of the items	A102: N/A: no fixed subcontractor overhead is envisaged A114: Priced in fixed overhead, as shown in 'GE Book' demonstrated during

Ref	Query	Response
	<p>below please clarify what allowance has been made.</p> <p>(A.102, A.114, A.115, A409, A410, A802)</p>	<p>financial validation process and included with our response to Technical Validation Clarification 5</p> <p>A115: Breakdown provided during financial validation process</p> <p>A409: £24k allowance A401 covers misc materials for fence repairs as demonstrated during financial validation process</p> <p>A410: No cyclic/ routine maintenance is envisaged under AMOR for geotech asset</p> <p>A802: Priced in fixed overhead, as shown in 'GE Book' demonstrated during financial validation process</p>
52	<p>Within your submitted fee schedule your fee percentage is discounted to 4% Please explain how this reduction can be sustained</p>	<p>In our response to Technical Validation Clarification (1), we explained that the HA capped the subcontract fee at 4%. We have set our tendered fee at 4% for both items in order to ensure the operation of the ASC is balanced between subcontracted and direct works.</p> <p>However, our Fee Substantiation submitted with our tender shows that BBMM is required to return 7.5%. We have therefore made a fee adjustment of -3.5% in the fee schedule, balancing this with a corresponding addition of £190k in our Lump Sum price.</p> <p>During financial validation we provided the build up to the Lump Sum price which showed this amount.</p>
53	<p>Please provide clarity on the following items:</p> <p>A.402 Inspections - please demonstrate that your resource allocations are sustainable to meet the requirements of the contract.</p> <p>A.408 Drainage - please demonstrate that your resource allocations are sustainable to meet the requirements of the contract.</p>	<p>A.402: Three inspectors have been allowed for in the resource schedule. These, together with support from the supervisors and Maintenance and Response Teams (MRTs), will cover all non specialist inspections and soft estate. subcontractors have been priced and referenced in the Resource Schedule for PIs & GIs for structures, drainage / gully Inspections, road restraint inspections and lighting inspections.</p> <p>A.408 Drainage maintenance is covered by a combination of the MRTs when they are not dealing with incidents and the specialist subcontractor, both priced in the resource</p>

Ref	Query	Response
	<p>A.412 Paved Areas - please demonstrate that your resource allocations are sustainable to meet the requirements of the contract.</p> <p>A.414 Road Restraint Systems - please demonstrate that your resource allocations are sustainable to meet the requirements of the contract.</p> <p>A.415 Road Traffic Signs - please demonstrate that your resource allocations are sustainable to meet the requirements of the contract.</p> <p>A.416 Soft Estate - please demonstrate that your resource allocations are sustainable to meet the requirements of the contract.</p> <p>A418 Sweeping & Cleaning - please demonstrate that your resource allocations are sustainable to meet the requirements of the contract.</p>	<p>schedule.</p> <p>A.412 Paved area maintenance is covered by a combination of the MRTs, when they are not dealing with incidents, and the equipment and materials identified in the Resource Schedule.</p> <p>A.414 Road Restraint Systems maintenance is covered by a combination of the MRTs, when they are not dealing with incidents, and the subcontractors identified in the Resource Schedule.</p> <p>A.415 Road Traffic Signs maintenance is covered by the MRTs when they are not dealing with incidents.</p> <p>A.412 Soft Estate maintenance is covered by a combination of the MRTs, when they are not dealing with incidents, and the equipment and subcontractors identified in the Resource Schedule.</p> <p>A.418 Sweeping and Cleaning maintenance is covered by a combination of the MRTs, when they are not dealing with incidents, and the equipment identified in the Resource Schedule.</p> <p>More detail on the buildups to these activities was provided at financial validation stage in the file 'Area 10 RMU Utilisation.xls'. (attached)</p>
54	<p>There are inconsistencies between the resource schedule and the resource cost schedule both in the parts and in the sum. Please identify and explain each inconsistency.</p>	<p>See responses 7, 8, 10, 16, 19, 20, 23, 27, 28, 32, 33, 35, 40.</p>
55	<p>There are inconsistencies within your resource schedule. Please identify and explain each inconsistency.</p>	<p>See responses 7, 8, 10, 16, 19, 20, 23, 27, 28, 32, 33, 35, 40.</p>
56	<p>There are inconsistencies within your resource cost schedule. Please identify and explain each inconsistency.</p>	<p>See responses 7, 8, 10, 16, 19, 20, 23, 27, 28, 32, 33, 35, 40.</p>
57	<p>The Technology Manager is shown on the Part A Section 0 Organisation Chart as a shared resource, but on the Resource Schedule are shown as a FTE</p>	<p>There is an error on the Organisation Chart. The Technology Manager is a 1.0 FTE and has been costed as such within our bid.</p>

Ref	Query	Response
	of 1.0. Please clarify	
58	Please clarify where the CDM Coordinator role to support the RTMC activities has been included within your tender	The input by the CDM Co-ordinator to RTMC activities at the start of the ASC commission is included within the general overhead element of our fee. The fulfilment of general CDM duties is integral to our business management systems and is part of our management team's general responsibilities. As each RTMC activity is not envisaged to be 'notifiable' under CDM Regulations, the CDM Co-ordinator is envisaged to have comparatively low level of specific input.
59	On the resource schedule some activities are shown with equipment allocated, but without people allocation eg, soft estate and structures. Please clarify	These activities will be carried out by staff in the MRTs, all of whose time is shown allocated against incident response, although they will be carrying out maintenance duties as detailed in our Quality Submission.
60	Within Part A Section 0 Organisation Chart a Bridge Master Role is identified, however this is not shown on the Resource Schedule, please clarify.	This role will be undertaken by the Asset Champion Structures Expert (post 20 on the Resource Schedule).
61	The Resource Schedule does not include the Procurement Manager. Please clarify	This corresponds to the Supply Chain Procurement posts 68 & 69 on the Resource Schedule. The organisation chart contains an error, in that it identifies 3 Procurement Managers (shared) instead of the 2 costed in our bid.

Table 5.1 (Supplement to response 5)

Role Numbers:	3, 15-16, 26, 30-31, 37-44, 46-64	25, 45	1, 66-67, 70-74, 80-81, 83-84	2, 4-8, 10-14, 17-24, 27-29, 32-36, 87	9	65, 68-69, 75-79, 82, 85-86, 88-90
Area 10 LS	Yes	Yes	Yes	Yes	Yes	Yes
Area10 CR		Yes			Yes	
Area 10 Schemes			Yes			Yes
Other Contracts				Yes	Yes	Yes

These clarifications are without prejudice to our rights in relation to your tender, without limitation, as set out in the Instructions for Tenderers and the Public Contracts Regulations 2006, as amended.