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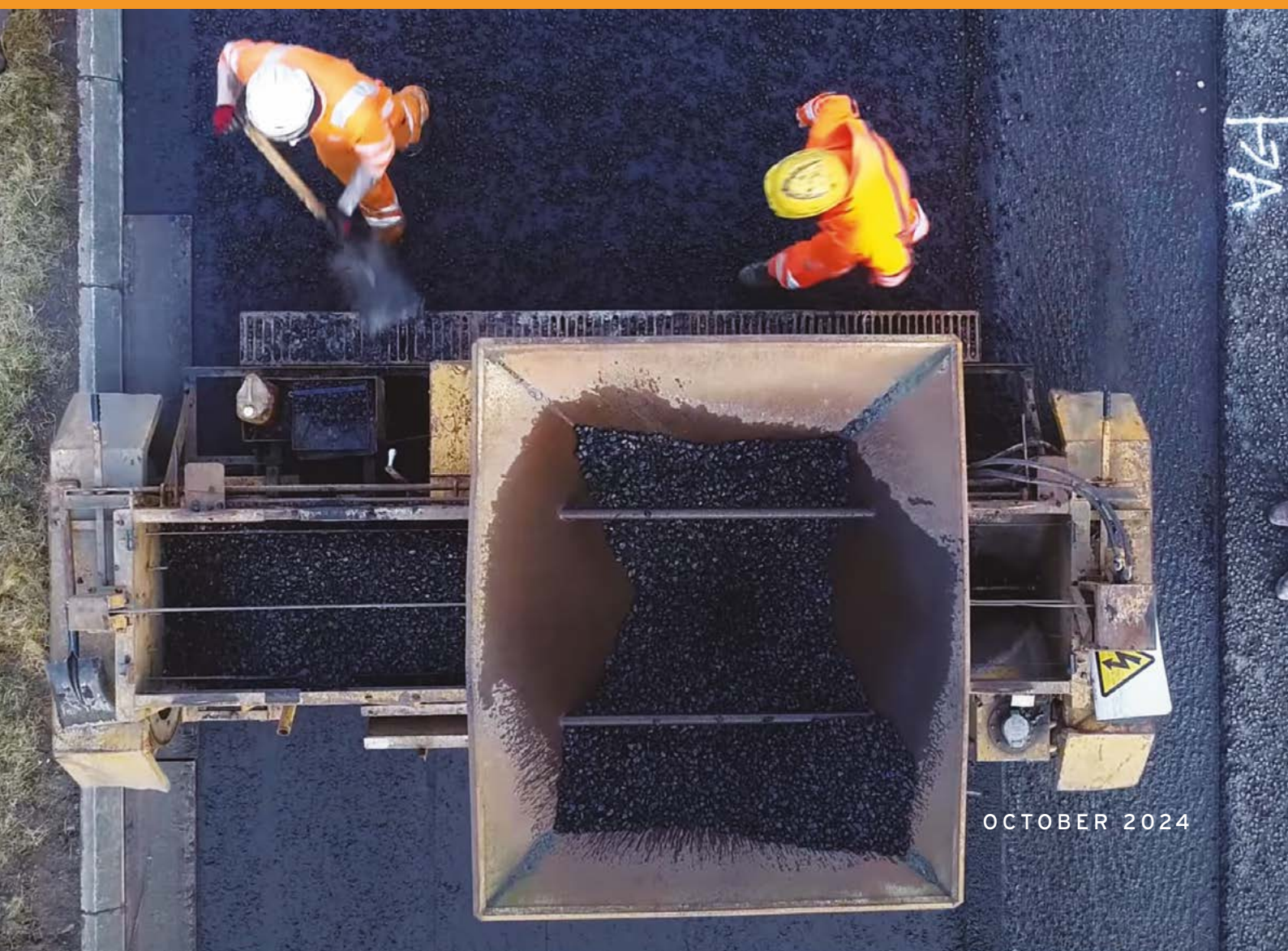
Department für

**Infrastructure**

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# Road Asset Management Frameworks

PROCUREMENT ESSENTIALS



OCTOBER 2024



## ROAD ASSET MANAGEMENT FRAMEWORKS

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# PROCUREMENT ENHANCEMENT PROGRAMME

The Procurement Enhancement Programme (PEP) procurement strategy, published in March 2023, was developed to provide an efficient and value for money procurement route for the delivery of road asset maintenance across Northern Ireland.

The aims of PEP are to:

- To deliver value for money and improve efficiency in maintenance, renewals, and capital works (Up to £5million) delivery for DfI and its internal and external stakeholders.
- To introduce improved procurement processes and systems that are efficient, cohesive, streamlined and fit for purpose, ensuring the best use of public money, and which can be delivered more quickly taking account of legal obligations.
- To consider electronic systems to support new procurement and payment processes with the ability to monitor performance, analyse trends, support consistency and to inform regular lessons learned reviews to identify continuous improvement opportunities.
- To introduce flexible procurement and contract arrangements to facilitate changing work priorities and ensure that these reflect DfI TRAM Corporate Plans. In support of greater flexibility, to give initial consideration to appropriate packaging and contracting strategies, including Framework Contract options.
- To improve confidence within the Northern Ireland Construction Industry in DfI TRAMs' ability to deliver a sustainable procurement strategy, recognised as being best practice and which reduces the potential for legal challenges.
- To maintain a strong, competitive, and sustainable roads maintenance and construction industry in Northern Ireland, taking account of main contractors, sub-contractors, materials suppliers, and specialist Small and Medium Enterprises (SMEs).
- To promote a collaborative and non-adversarial approach in procurement and in the management and delivery of contracts, and support collaboration across the maintenance community.

- To consider and implement an appropriate standard form of contract, such as the NEC4, to best support the benefits of the delivery of the new procurement strategy and the desired collaborative way of working.
- To introduce opportunities for early contractor involvement into the design, planning and programming of maintenance and works projects to achieve efficiency, productivity, and social value improvements.
- To identify and review the level of skills and capabilities required to support the new procurement strategy and associated contract management responsibilities.
- To identify and incorporate opportunities and requirements for social value policies and objectives into the procurement strategy and procedures.

**The key findings & features of the PEP Procurement Strategy are:**

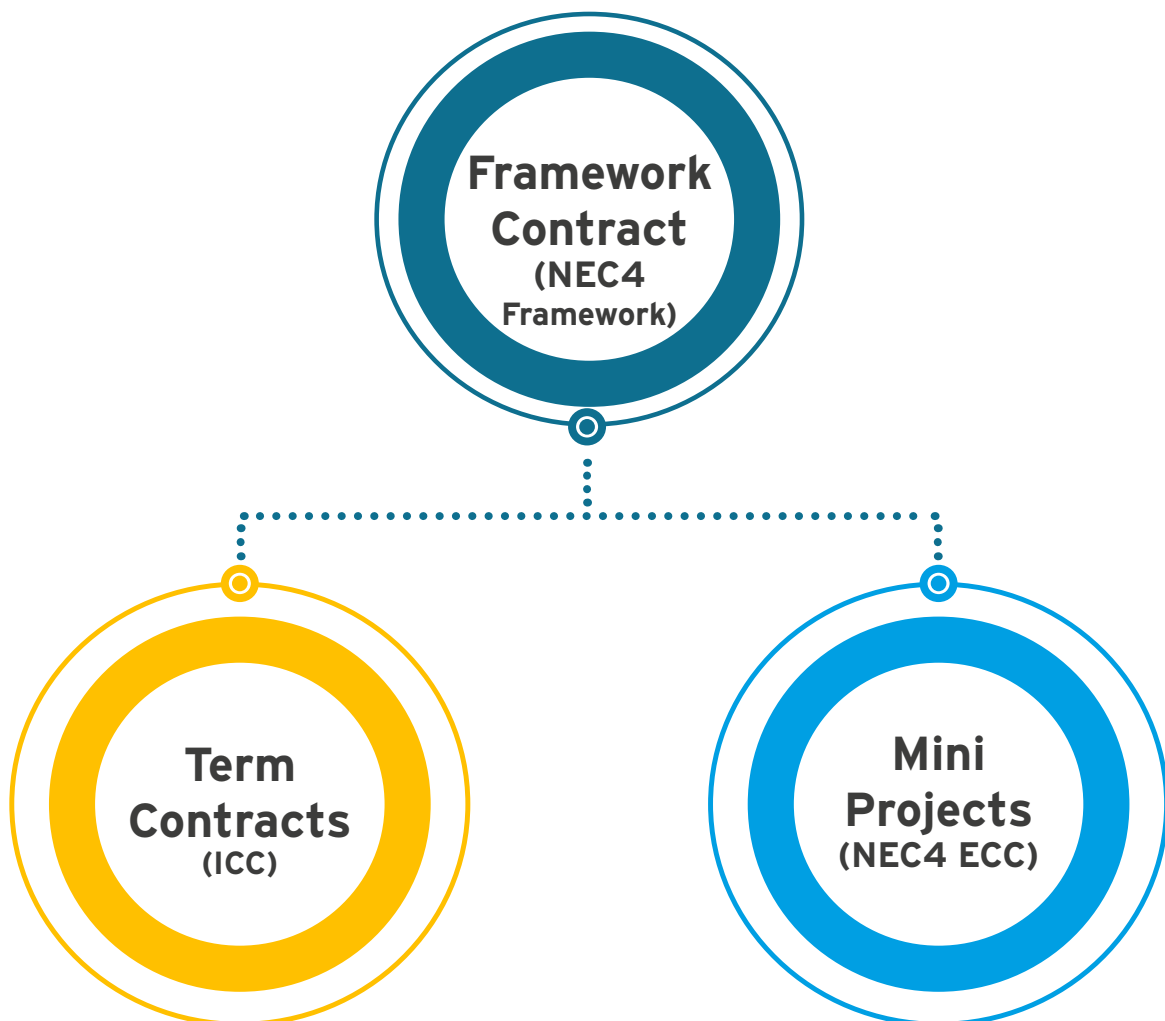
1. Use of Frameworks
2. The number of contracts will be reduced
3. Each Framework Lot will represent a works area
4. The Framework Scope will cover projects valued up to £5million
5. To have multiple framework suppliers
6. To introduce Best Practice workshops
7. NEC4 will be used where appropriate
8. There will be a rolling annual programme of surfacing Frameworks
9. There will be market share limitations to maintain long-term competition.

### **ROAD ASSET MANAGEMENT (RAM) FRAMEWORKS**

To implement the findings of PEP the Department is introducing a suite of Road Asset Management (RAM) Frameworks for all roads maintenance and improvement works valued at up to £5million.

This will include eleven frameworks across a variety of road maintenance works the Department undertakes regularly, these frameworks will be procured over a 4-year programme in ten tranches.

The RAM frameworks will utilise the NEC4 Framework Contract and NEC4 ECC for one-off projects. ICC will be continued to be used for all Measured Term Contracts.





**Advantages & Benefits of RAM Frameworks**

Frameworks will be used to support efficient procurement, contract flexibility, delivery resilience, and the establishment of best practice groups to support continual improvement and value for money.

|   |   |
|---|---|
| <b>Manageable procurement schedule</b>        | <ul style="list-style-type: none"><li>• Reduced number of procurement competitions</li><li>• Max of two to three frameworks procured concurrently</li></ul>                                   |
| <b>Easing contract management burden</b>      | <ul style="list-style-type: none"><li>• Fewer maintenance contracts overall</li><li>• Continued use of ICC for MTC's</li></ul>  |
| <b>Reducing risk of procurement challenge</b> | <ul style="list-style-type: none"><li>• Regular framework opportunities</li><li>• Appropriate application of quality/price award criteria</li></ul>   |
| <b>Drive value for money</b>                  | <ul style="list-style-type: none"><li>• Establishment of framework communities</li><li>• Greater opportunities for collaboration, continual improvement &amp; improved productivity</li></ul> |
| <b>Greater resilience</b>                     | <ul style="list-style-type: none"><li>• Alternative framework suppliers (reserve) if a supplier fails to deliver</li></ul>  |

The following frameworks will be included in the programme:

|   |   |
|---|---|
| <b>(1 - 4) Surfacing</b><br>[SFA, SFB, SFC & SFD]         |    |
| <b>(5) Surface Dressing</b><br>[SDF]                      |    |
| <b>(6a) Structures</b><br>[STF]                           |   |
| <b>(6b) Road Restraint Systems</b><br>[RRS]               |  |
| <b>(7) Street Lighting</b><br>[SLF]                       |  |
| <b>(8) Improvement Projects</b><br>[IPF]                  |  |
| <b>(9) Small Works</b><br>[SWF]                           |  |
| <b>(10) Road Markings &amp; Treatments</b><br>[RMF & RTF] |  |



Figure 1 - Road Asset Management Frameworks - Procurement Programme

| 2024   |    |    |    | 2025                       |    |                            |    | 2026   |                                     |                            |    | 2027                                     |                                |    |    |
|--------|----|----|----|----------------------------|----|----------------------------|----|--------|-------------------------------------|----------------------------|----|--|--------------------------------|----|----|
| Q1 JAN | Q2 | Q3 | Q4 | Q1 JAN                     | Q2 | Q3                         | Q4 | Q1 JAN | Q2                                  | Q3                         | Q4 | Q1 JAN                                   | Q2                             | Q3 | Q4 |
|        |    |    | →  | Framework 1<br>Surfacing A | ★  |                            |    |        |                                     |                            |    |  |                                |    |    |
|        |    |    |    | →                          |    | Framework 2<br>Surfacing B | ★  |        |                                     |                            |    |  |                                |    |    |
|        |    |    |    |                            |    |                            |    | →      |                                     | Framework 3<br>Surfacing C | ★  |  |                                |    |    |
|        |    |    |    |                            |    |                            |    |        |                                     |                            |    | →  | Framework 4<br>Surfacing D     | ★  |    |
|        |    |    |    |                            |    |                            |    |        |                                     |                            | →  | Framework 10<br>R. markings + Treatments | ★                              |    |    |
|        |    |    |    |                            |    |                            |    |        |                                     |                            |    | →  | Framework 7<br>Street lighting | ★  |    |
|        |    |    |    |                            |    |                            |    | →      | Framework 8<br>Improvement Projects | ★                          |    |  |                                |    |    |
|        |    |    |    |                            |    |                            |    |        |                                     |                            |    | →  | Framework 9<br>Small Works     | ★  |    |



Procurement Start  
Award of Framework

**Notes:**

Surfacing frameworks procured on a 1 year rotation. Whole programme delivered over 4 years.  
 Framework 6a (Structures) & Framework 6b (Road Restraint Systems - RRS) - both in a single procurement exercise.  
 Framework 9 (Small Works) likely to take longer than 9 months due to number of Measured Term Contracts in the framework.  
 Framework 10 (Road Markings and Treatments)

## FRAMEWORKS SUMMARY

| Ref | Framework Title | No of Lots | Scope of Framework  | Max no. of geographical lots a supplier can win | Anticipated estimated max value of Framework |
|-----|-----------------|------------|---|---|--|
| F1  | Surfacing A     | 1          | Projects Lot - opportunities for one-off projects £750k-£5m | 2   | £50m p.a.                                    |
|     |                 | 5          | Geographical Lots for works £50k - £750k                    |   |  |
| F2  | Surfacing B     | 1          | Projects Lot - opportunities for one-off projects £750k-£5m | 2   | £35m p.a.                                    |
|     |                 | 4          | Geographical Lots for works £50k-£750k                      |   |  |
| F3  | Surfacing C     | 1          | Projects Lot - opportunities for one-off projects £750k-£5m | 2   | £40m p.a.                                    |
|     |                 | 4          | Geographical Lots for works £50k - £750k                    |   |  |
| F4  | Surfacing D     | 1          | Projects Lot - opportunities for one-off projects £750k-£5m | 2   | £40m p.a.                                    |
|     |                 | 4          | Geographical Lots for works £50k-£750k                      |   |  |

| Ref | Framework Title      | No of Lots | Scope of Framework  | Max no. of geographical lots a supplier can win | Anticipated estimated max value of Framework |
|-----|----------------------|------------|---|---|--|
| F5  | Surface Dressing     | 8          | Geographical Lots for works £50k-£750k                      | 3   | £20m p.a.                                    |
| F6a | Structures           | 1          | Projects Lot - opportunities for one-off projects £750k-£5m | 2   | £15m p.a.                                    |
|     |                      | 4          | Geographical Lots for works £1-£750k                        |   |  |
| F6b | Safety Barriers      | 1          | Projects Lot - opportunities for one-off projects £750k-£5m | 2   | £5m p.a.                                     |
|     |                      | 4          | Geographical Lots for works £1-£750k                        |   |  |
| F7  | Street lighting      | 1          | Projects Lot - opportunities for one-off projects £750k-£5m | 3   | £45m p.a.                                    |
|     |                      | 8          | Geographical Lots for works £1-£750k                        |   |  |
| F8  | Improvement Projects | 1          | Projects Lot - opportunities for one-off projects £750k-£5m | 2   | £45m p.a.                                    |
|     |                      | 8          | Geographical Lots for works £50k-£750k                      |   |  |

## ROAD ASSET MANAGEMENT FRAMEWORKS

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| Ref | Framework Title            | No of Lots | Scope of Framework                                      | Max no. of geographical lots a supplier can win | Anticipated estimated max value of Framework |
|-----|----------------------------|------------|---|---|--|
| F9  | Small Works                | 17         | Seventeen geographical Lots for works £1-£50k           | 5   | £60m p.a.                                    |
| F10 | Road Markings & Treatments | 8          | Eight geographical Lots for road marking works £1-£750k | 3   | £5m p.a. & £2m p.a.                          |
|     |                            | 4          | Geographical Lots for road treatment works £1-£750k     | 2   |  |

**Table 1 - Framework Summary**



### Framework Lots

All frameworks will consist of several geographically based Measured Term Contract (MTC) Lots and for applicable frameworks, a Project Lot for larger one-off schemes will be available. The number of Lots indicated in Table 1 represents the number of works areas currently expected to be awarded under each Framework.

### Project Lot

All Suppliers who achieve a minimum acceptable tender score based on their quality and price assessment will be awarded a place on the Project Lot for the framework. These Suppliers, known as Community Suppliers, will have the opportunity to tender for one-off projects valued at £750k - £5m through mini-competition on a project-by-project basis within their respective Framework. Project Lots will be included in the following frameworks:

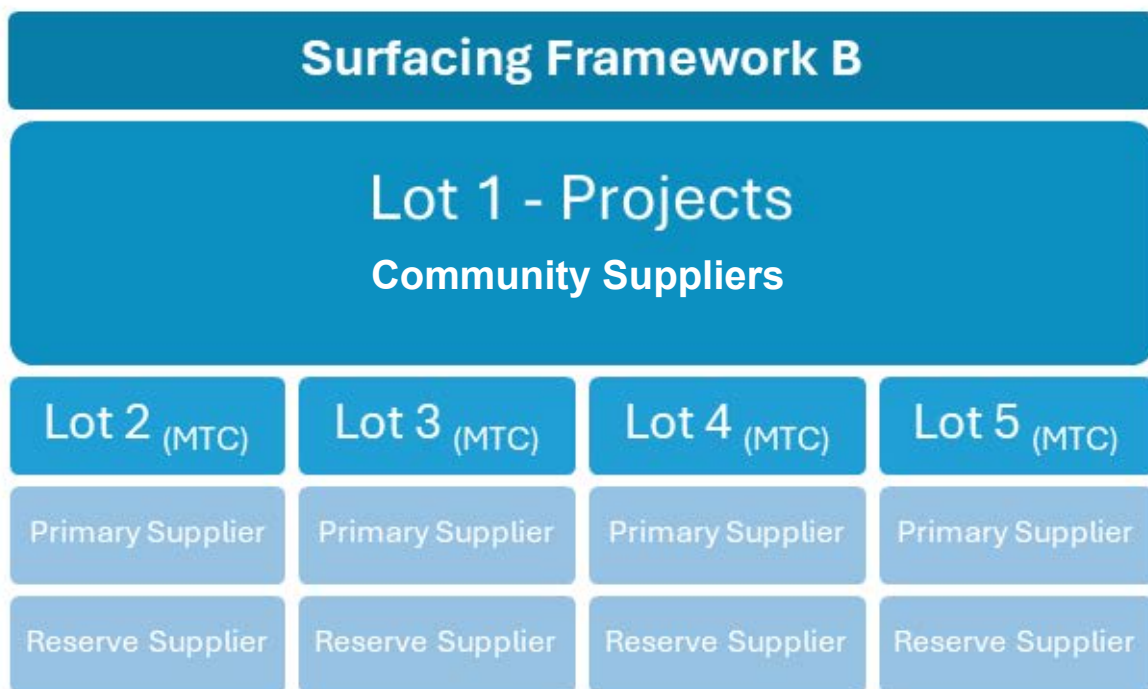
- Surfacing Frameworks A, B, C & D
- Structures Framework
- Safety Barrier Framework
- Street Lighting Framework
- Improvement Projects Framework

### Geographical Lots

Each of these Lots will cover a unique geographical works area. The scope of each Lot will be delivered using a 4-year Measured Term Contract (MTC). There will be a maximum number of geographical Lots that one supplier can win per Framework (as shown in Framework Table 1). This will ensure that long-term competition is maintained.

A 'Primary Supplier' and a 'Reserve Supplier' will be appointed to each geographical Lot under the Framework. Community Suppliers are unlikely to ever be involved in delivery of geographical Lots, as to do so both the Primary and Reserve suppliers would have failed.

Subject to ongoing compliance with the Framework's Eligibility Minimum Standards and acceptable performance, Primary, Reserve, and Community Suppliers would be able to tender for any one-off Projects that are procured via the Framework if a Project Lot is available for that Framework.

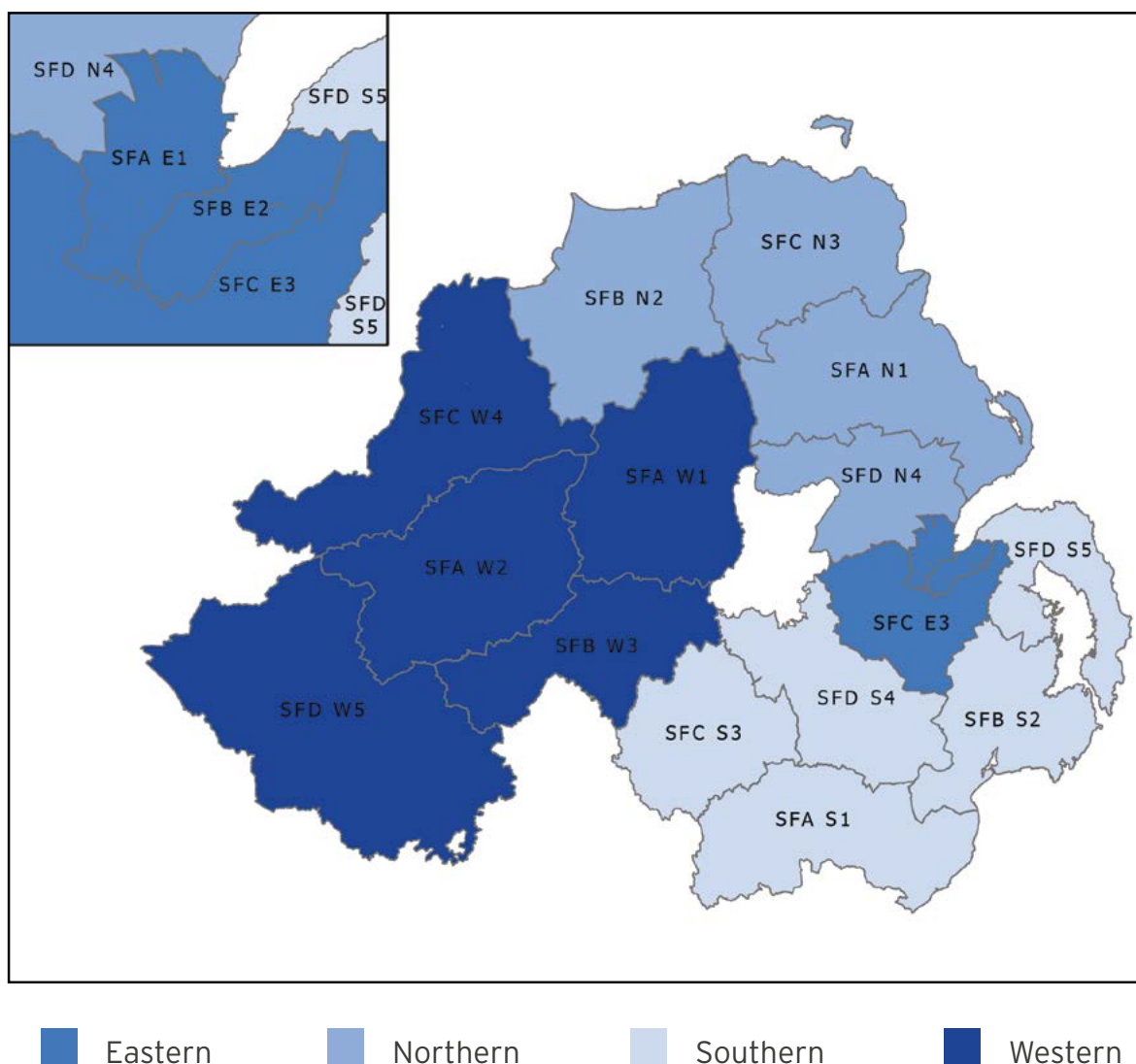
**Figure 2 - Example of supplier allocation under a Framework**

## (1 to 4) Surfacing Frameworks

[SFA, SFB, SFC & SFD]



There will be a rolling annual programme of Surfacing Frameworks which will be divided into 17 term contract areas aligned with Section Office boundaries. These will be allocated between four Frameworks, and each will have a geographical spread of areas across Northern Ireland as shown in the maps below.



## (1) Surfacing Framework A

[SFA]



Will cover all surfacing works valued £50,001 - £750,000 in the following five areas.

SFA S1 - Newry & Mourne

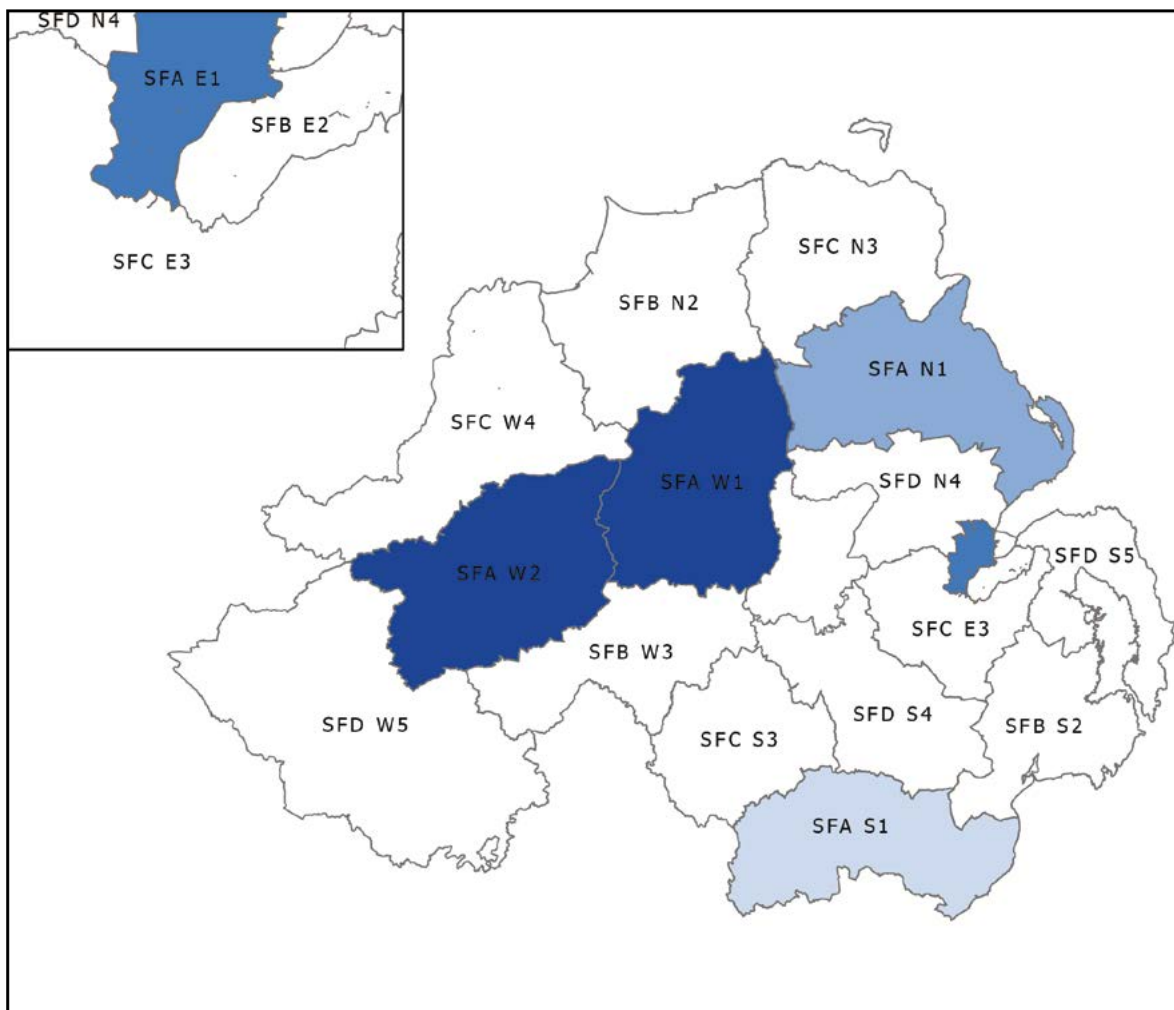
SFA W1 - Cookstown & Magherafelt

SFA E1 - Belfast North

SFA W2 - Omagh

SFA N1 - Mid & East Antrim

Further opportunities to bid for projects valued from £750k to £5m via Project Lot required for all five areas covered by the Framework.





## (2) Surfacing Framework B [SFB]



Will cover all surfacing works valued £50,001 to £750,000 in the following four areas.

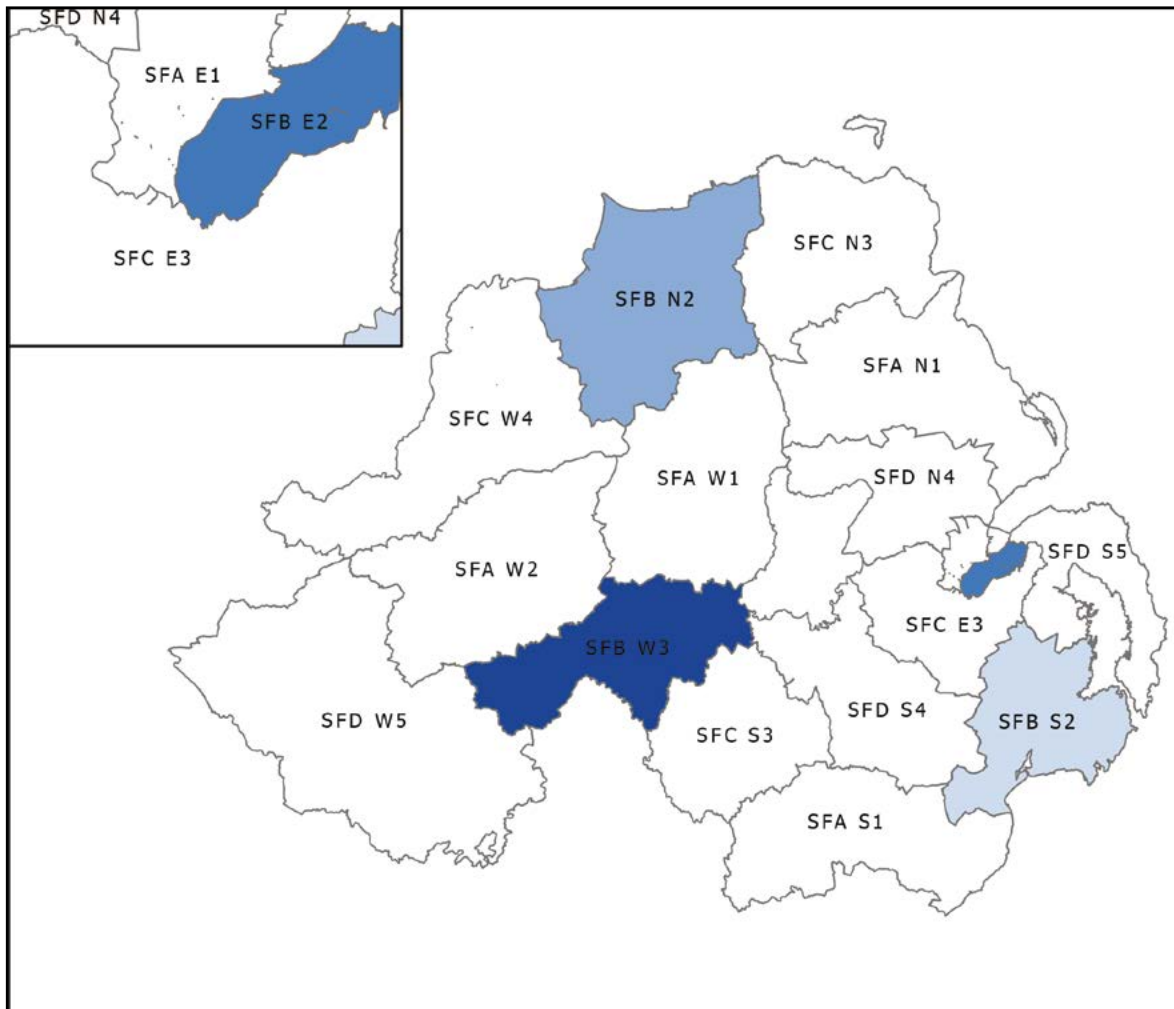
SFB S2 - Down

SFB N2 - Coleraine & Limavady

SFB E2 - Belfast South

SFB W3 - Dungannon

Further opportunities to bid for projects valued from £750k to £5m via Project Lot required for all four areas covered by the Framework.



## (3) Surfacing Framework C [SFC]



Will cover all surfacing works valued £50,001 to £750,000 in the following four areas.

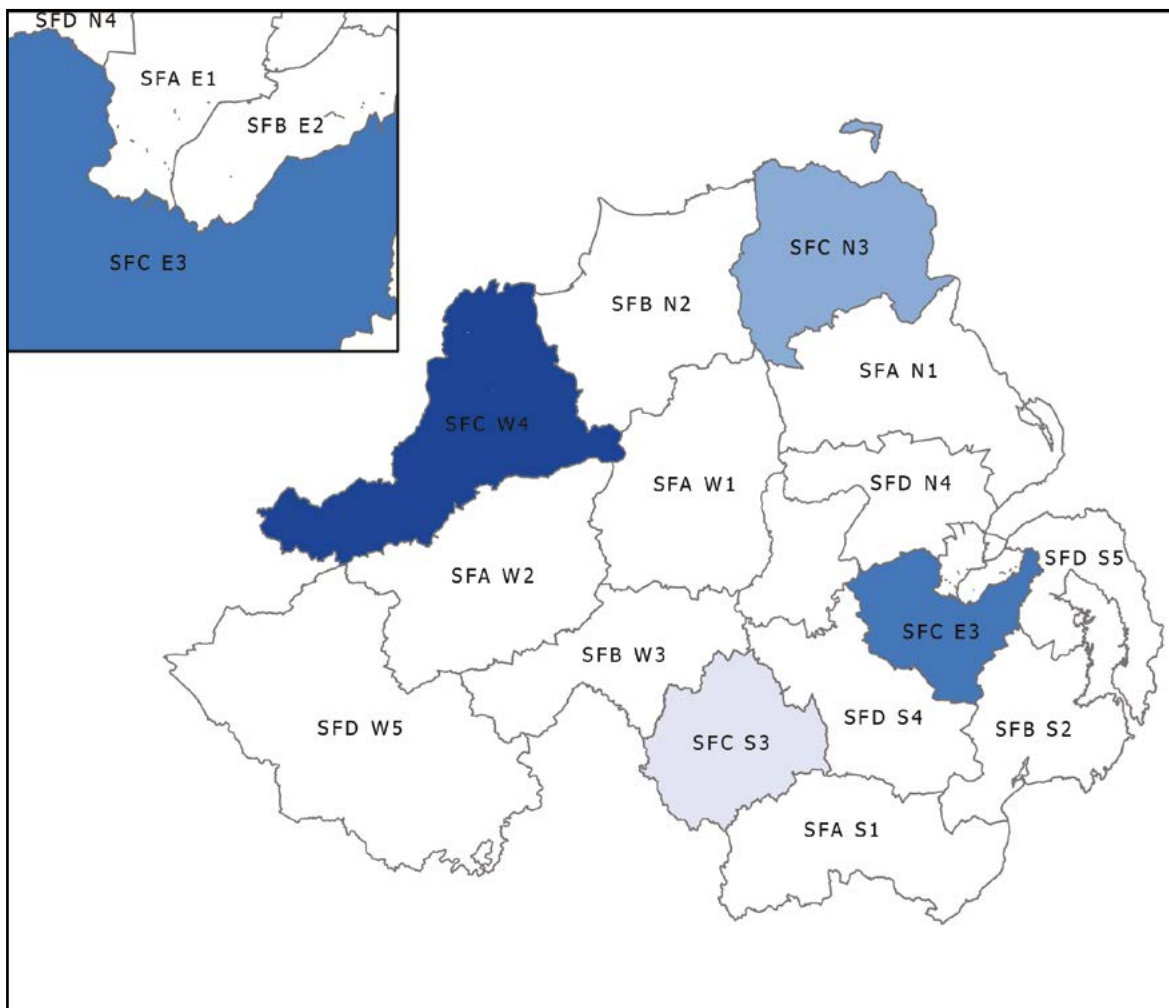
SFC S3 - Armagh

SFC N3 - Ballymoney & Moyle

SFC E3 - Lisburn & Castlereagh

SFC W4 - Derry & Strabane

Further opportunities to bid for projects valued from £750k to £5m via Project Lot required for all four areas covered by the Framework.



## (4) Surfacing Framework D

[SFD]



Will cover all surfacing works valued £50,001 to £750,000 in the following four areas.

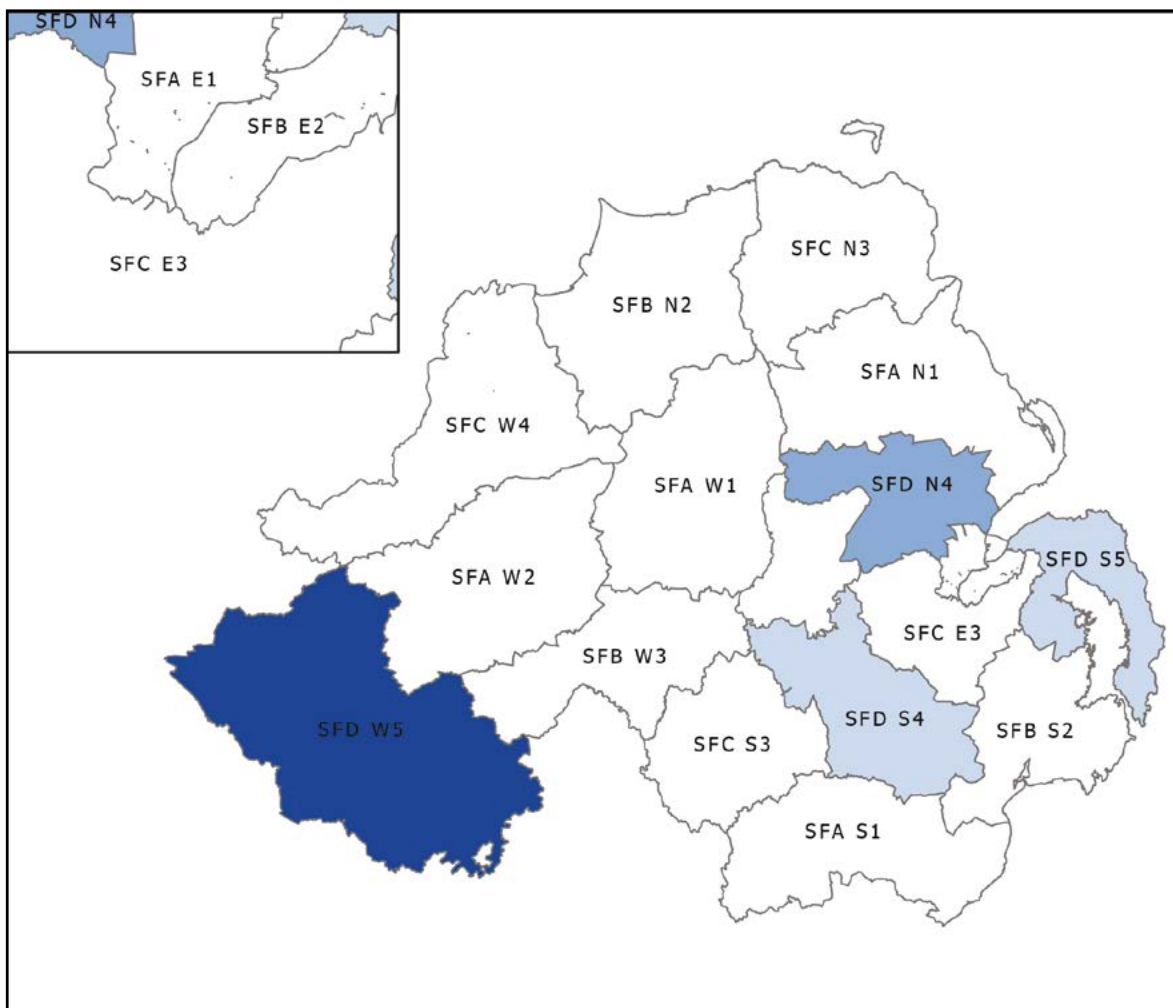
SFD S4 - Banbridge & Craigavon

SFD N4 - Antrim & Newtonabbey

SFD S5 - Ards & North Down

SFD W5 - Fermanagh

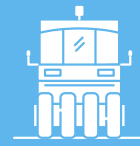
Further opportunities to bid for projects valued from £750k to £5m via Project Lot required for all four areas covered by the Framework.



- Surfacing D (Northern)
- Surfacing D (Southern)
- Surfacing D (Western)

## (5) Surface Dressing

[SDF]



Will cover all surface dressing works valued up to £750,000 in the following seven areas:

SDF S1 - Armagh, Banbridge & Craigavon

SDF S2 - Newry, Mourne & Down / Ards & North Down

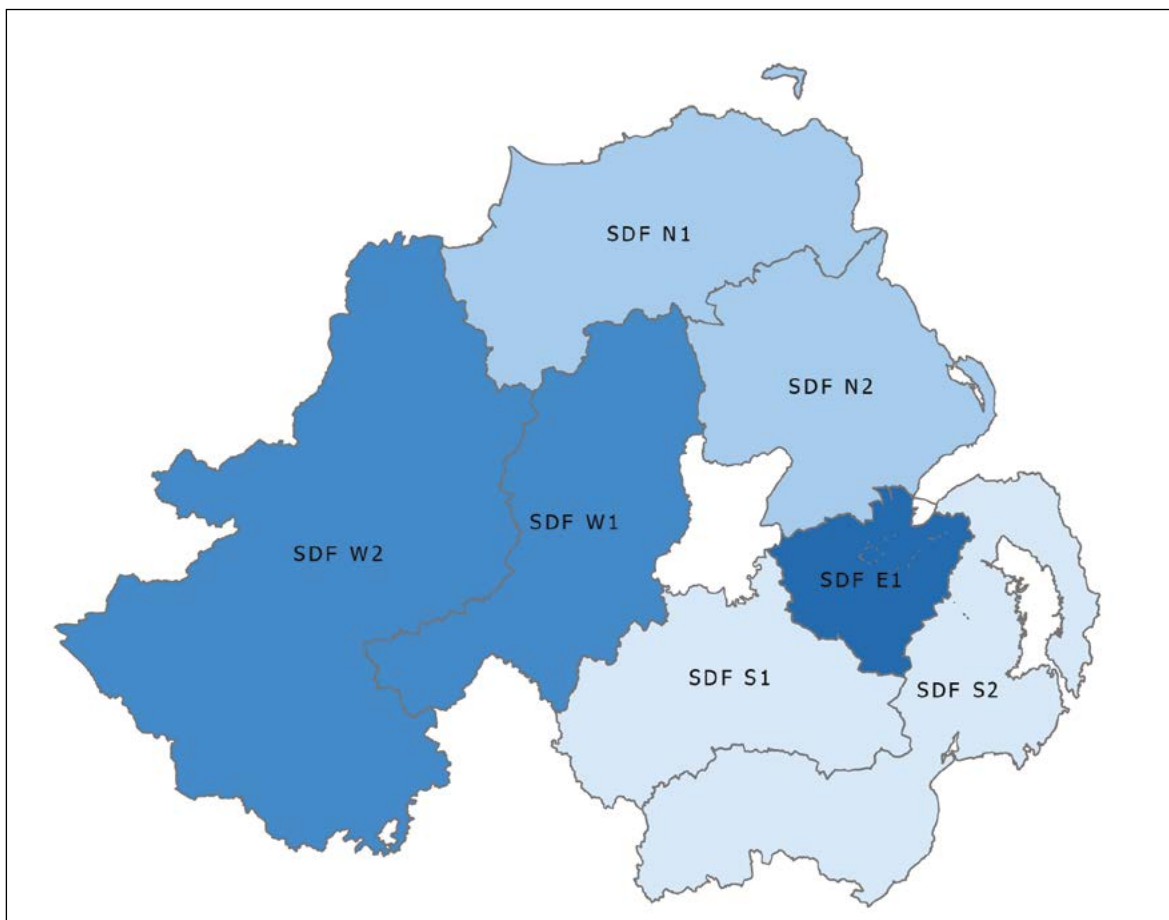
SDF E1 - Belfast / Lisburn & Castlereagh

SDF N1 - Causeway Coast & Glens

SDF N2 - Mid & East Antrim / Antrim & Newtownabbey

SDF W1 - Mid Ulster

SDF W2 - Derry & Strabane / Fermanagh & Omagh



■ Eastern    ■ Northern    ■ Southern    ■ Western



## (6a) Structures

[STF]



Will cover all structures works valued up to £750,000 in the following four areas:

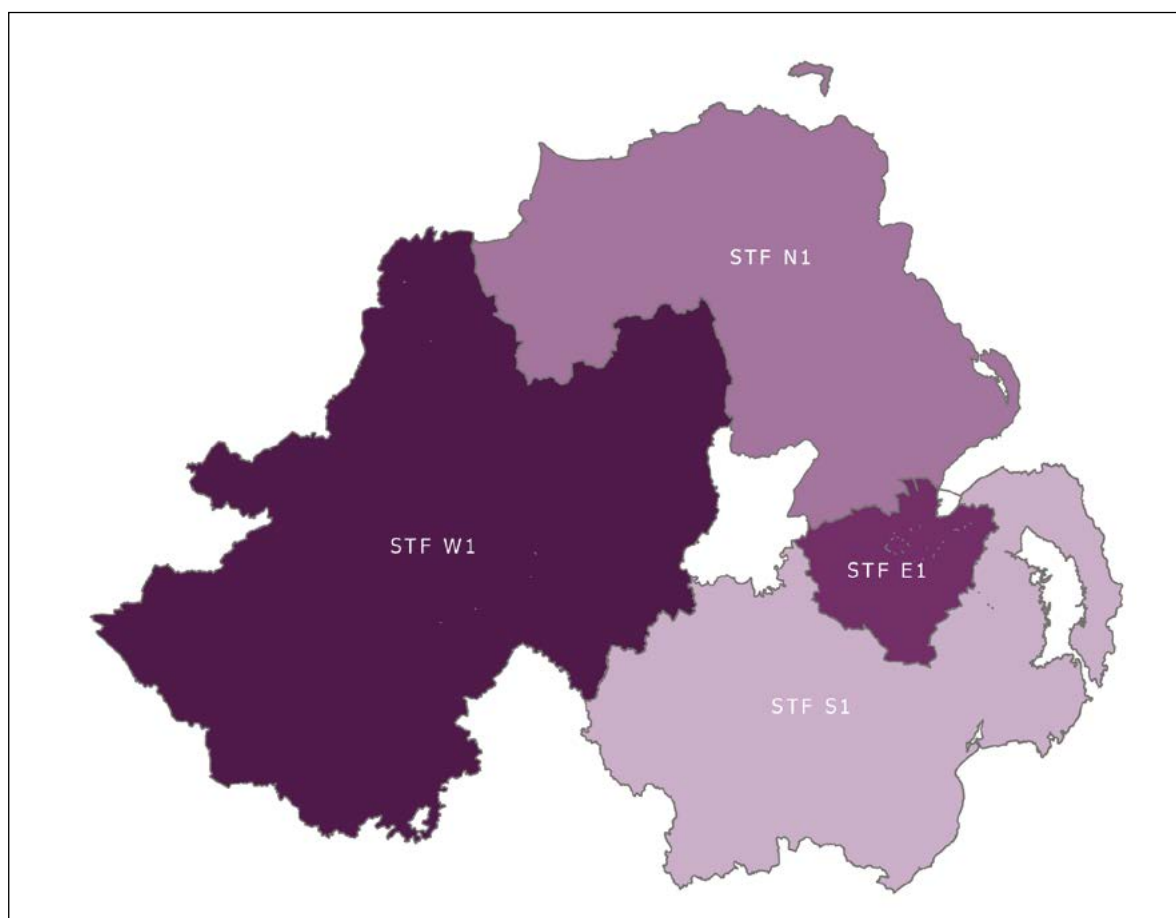
STF E1 - Eastern

STF S1 - Southern

STF N1 - Northern

STF W1 - Western

Further opportunities to bid for projects valued from £750k to £5m via Project Lot required for all four areas covered by the Framework.



■ Eastern    ■ Northern    ■ Southern    ■ Western

## (6b) Road Restraint Systems

[RRSF]



Will cover all vehicle restraint systems works valued up to £750,000 in the following four areas:

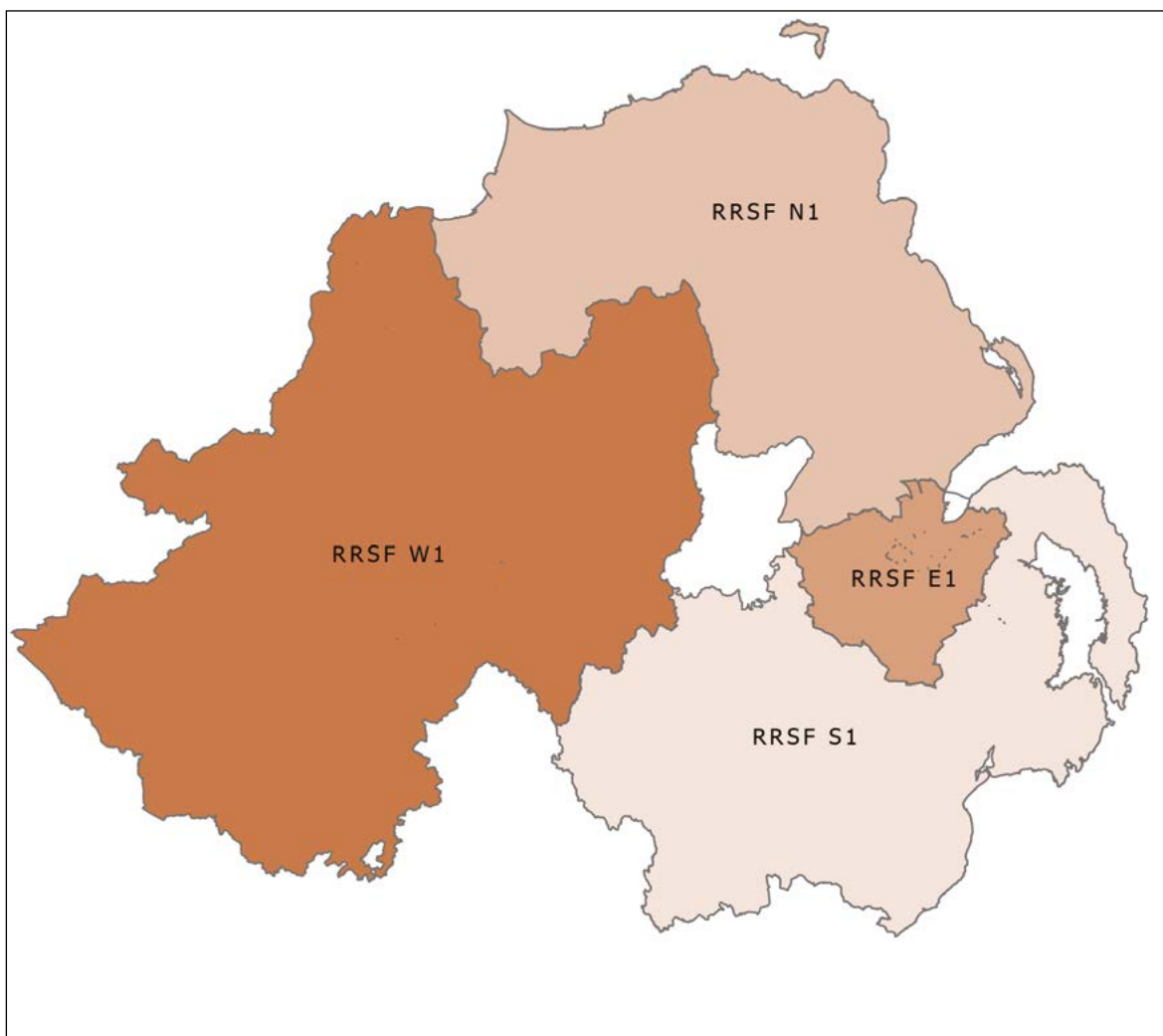
RRSF E1 - Eastern

RRS S1 - Southern

RRS N1 - Northern

RRS W1 - Western

Further opportunities to bid for projects valued from £750k to £5m via Project Lot required for all four areas covered by the Framework.



■ Eastern      ■ Northern      ■ Southern      ■ Western

## (7) Street Lighting

[SLF]



Will cover all street lighting works valued up to £750,000 in the following eight areas:

SLF E1 - Belfast

SLF S1 - Armagh, Banbridge & Craigavon

SLF N1 - Causeway Coast & Glens

SLF N2 - Mid & East Antrim/Antrim & Newtownabbey

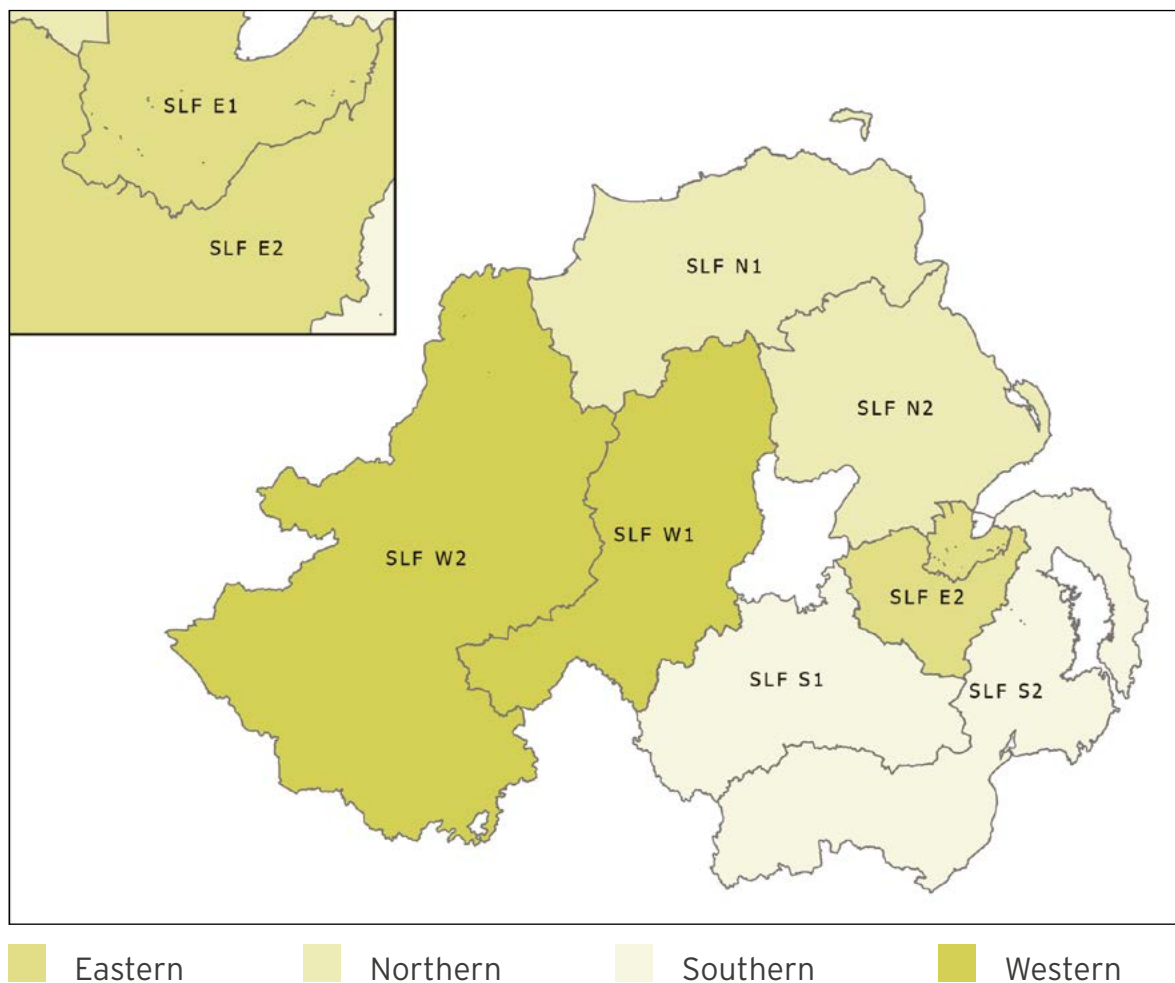
SLF W1 - Mid-Ulster

SLF S2 - Newry, Mourne & Down/Ards & North Down

SLF S1 - Armagh, Banbridge & Craigavon

SLF W2 - Derry & Strabane/Fermanagh & Omagh

Further opportunities to bid for projects valued from £750k to £5m for all eight areas cover by the Framework.



## (8) Improvement Projects

[IPF]



Will cover all road improvement projects valued up to £750,000 in the following eight IPF areas:

IPF N1 - Causeway Coast & Glens

IPF W1 - Mid Ulster

IPF E1 - Belfast / Lisburn & Castlereagh

IPF W2 - Derry City & Strabane

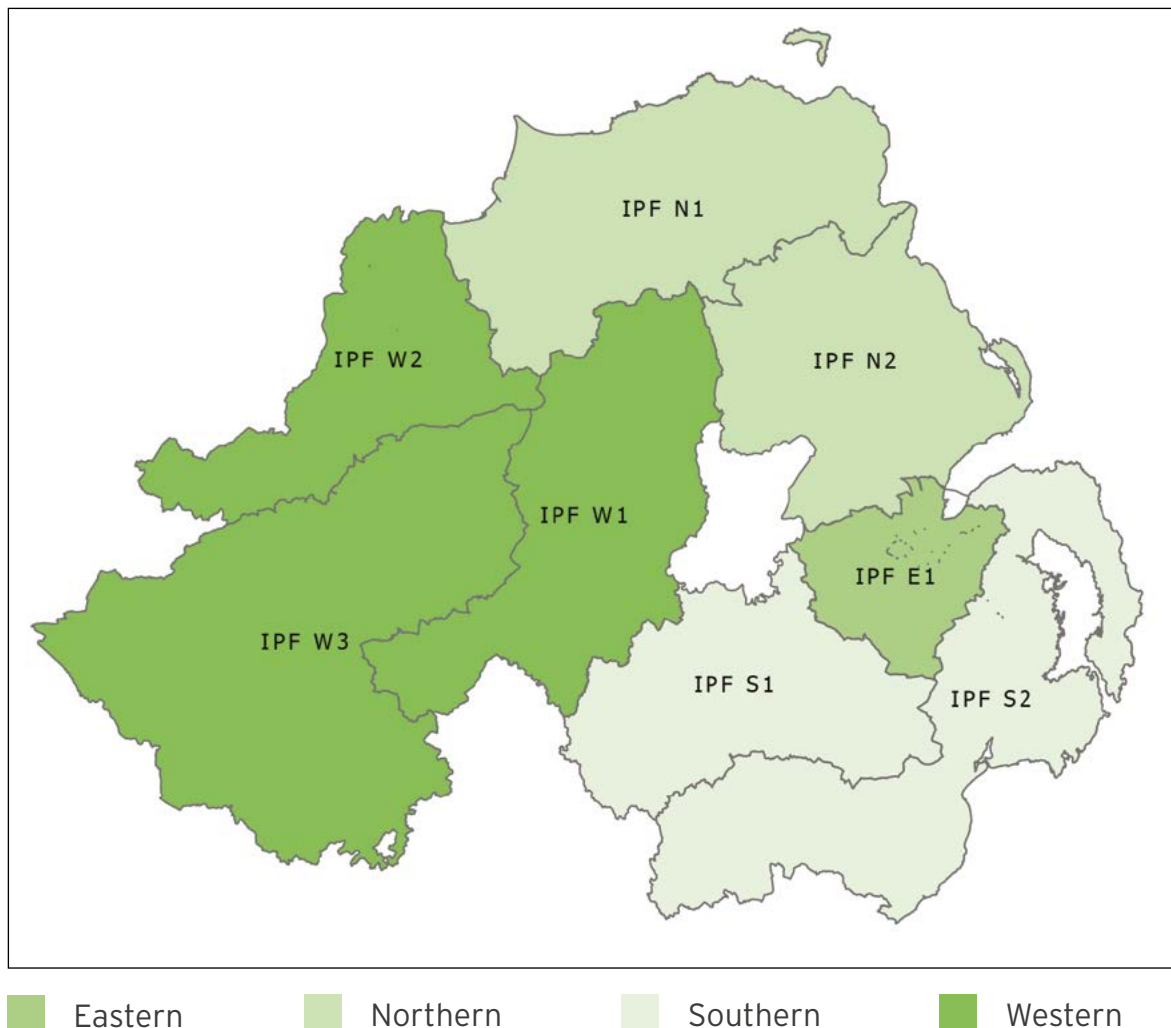
IPF S1 - Armagh City, Banbridge & Craigavon

IPF S2 - Newry, Mourne & Down / Ards & North Down

IPF N2 - Mid & East Antrim / Antrim & Newtownabbey

IPF W3 - Fermanagh & Omagh

Further opportunities to bid for projects valued from £750k to £5m for all eight areas cover by the Framework.





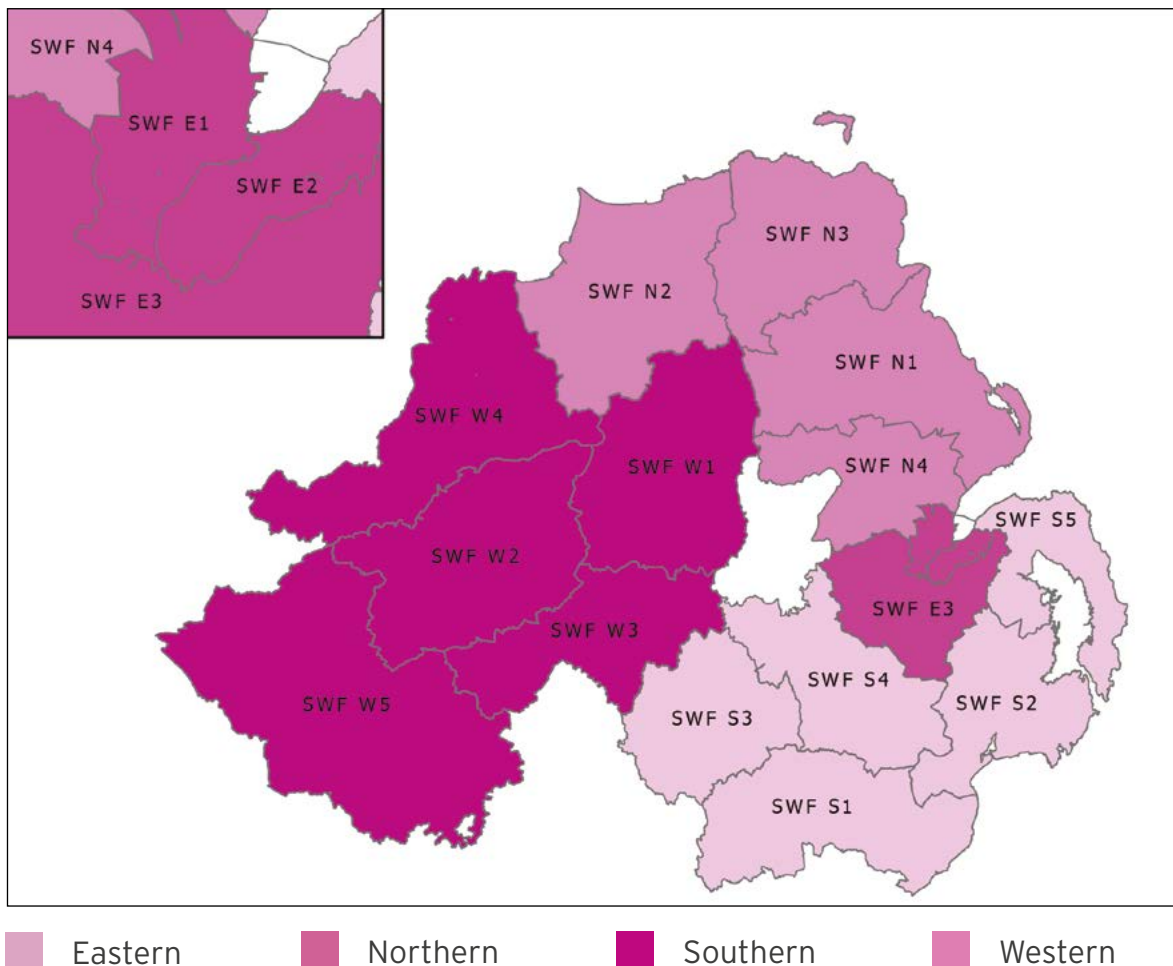
## (9) Small Works

[SWF]



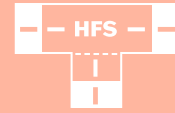
Will cover all routine maintenance and small works valued up to £50,000 in the following seventeen areas:

|                                |                                  |
|--------------------------------|----------------------------------|
| SWF E1 - Belfast North         | SWF S3 - Armagh                  |
| SWF E2 - Belfast South         | SWF S4 - Banbridge & Craigavon   |
| SWF E3 - Lisburn & Castlereagh | SWF S5 - Ards & North Down       |
| SWF N1 - Mid & East Antrim     | SWF W1 - Cookstown & Magherafelt |
| SWF N2 - Coleraine & Limavady  | SWF W2 - Omagh                   |
| SWF N3 - Ballymena & Moyle     | SWF W3 - Dungannon               |
| SWF N4 - Antrim & Newtownabbey | SWF W4 - Derry & Strabane        |
| SWF S1 - Newry & Mourne        | SWF W5 - Fermanagh               |
| SWF S2 - Down                  |                                  |



## (10) Road Markings & Treatments

[RMF & TRF]



Will cover all road markings and surface treatment works valued up to £750,000 in the following areas:

### Road markings Lots:

RMF E1 - Belfast

RMF N2 - Mid & East Antrim/Antrim & Newtownabbey

RMF W2 - Derry & Strabane/  
Fermanagh & Omagh

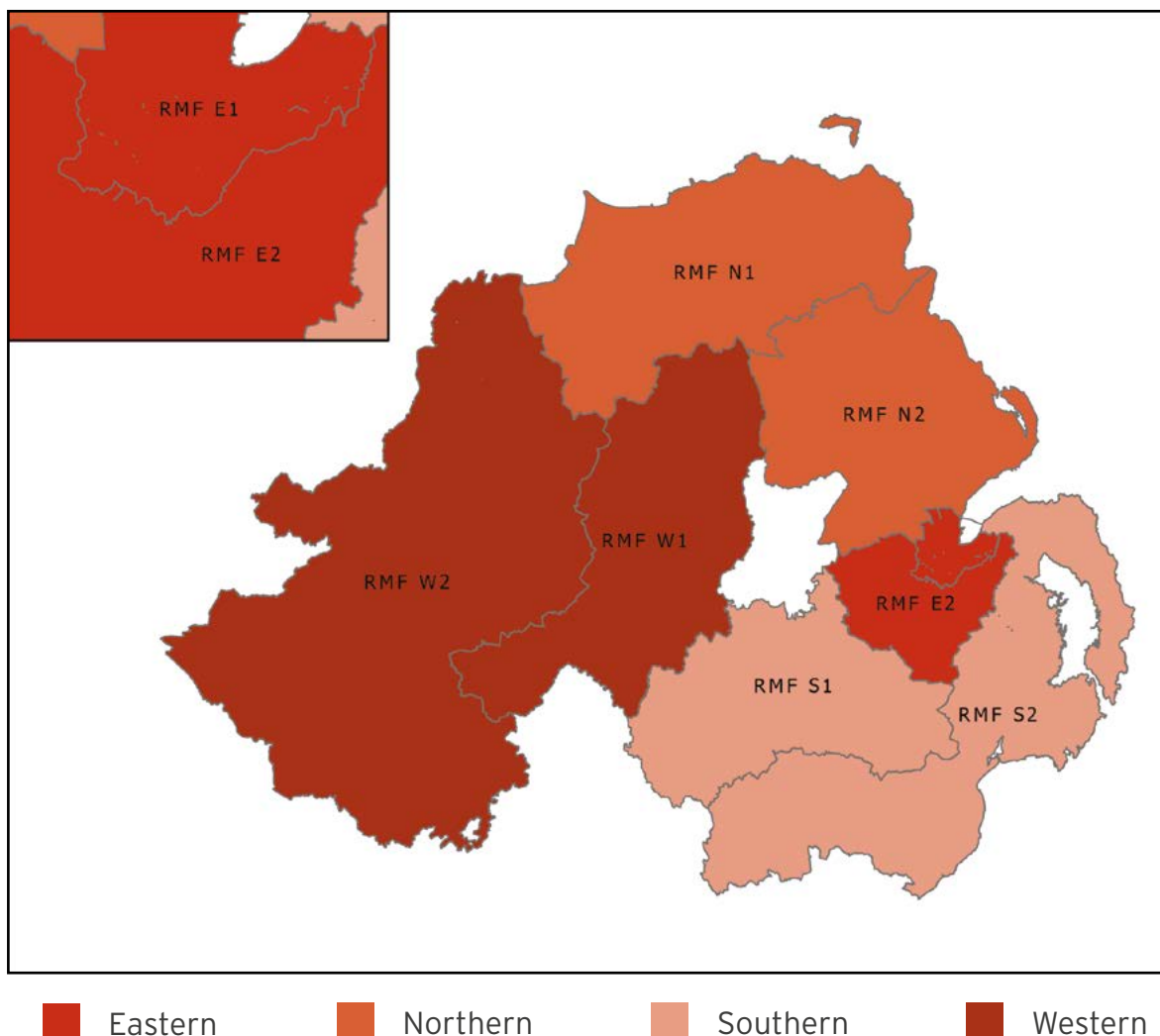
RMF E2 - Lisburn & Castlereagh

RMF W1 - Mid Ulster

RMF S2 - Newry, Mourne & Down/Ards & North Down

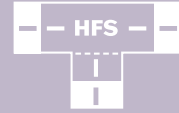
RMF S1 - Armagh, Banbridge & Craigavon

RMF N1 - Causeway Coast & Glens



## (10) Road Markings & Treatments

[RMF & TRF]



Will cover all surface treatment works valued up to £750,000 in the following four areas:

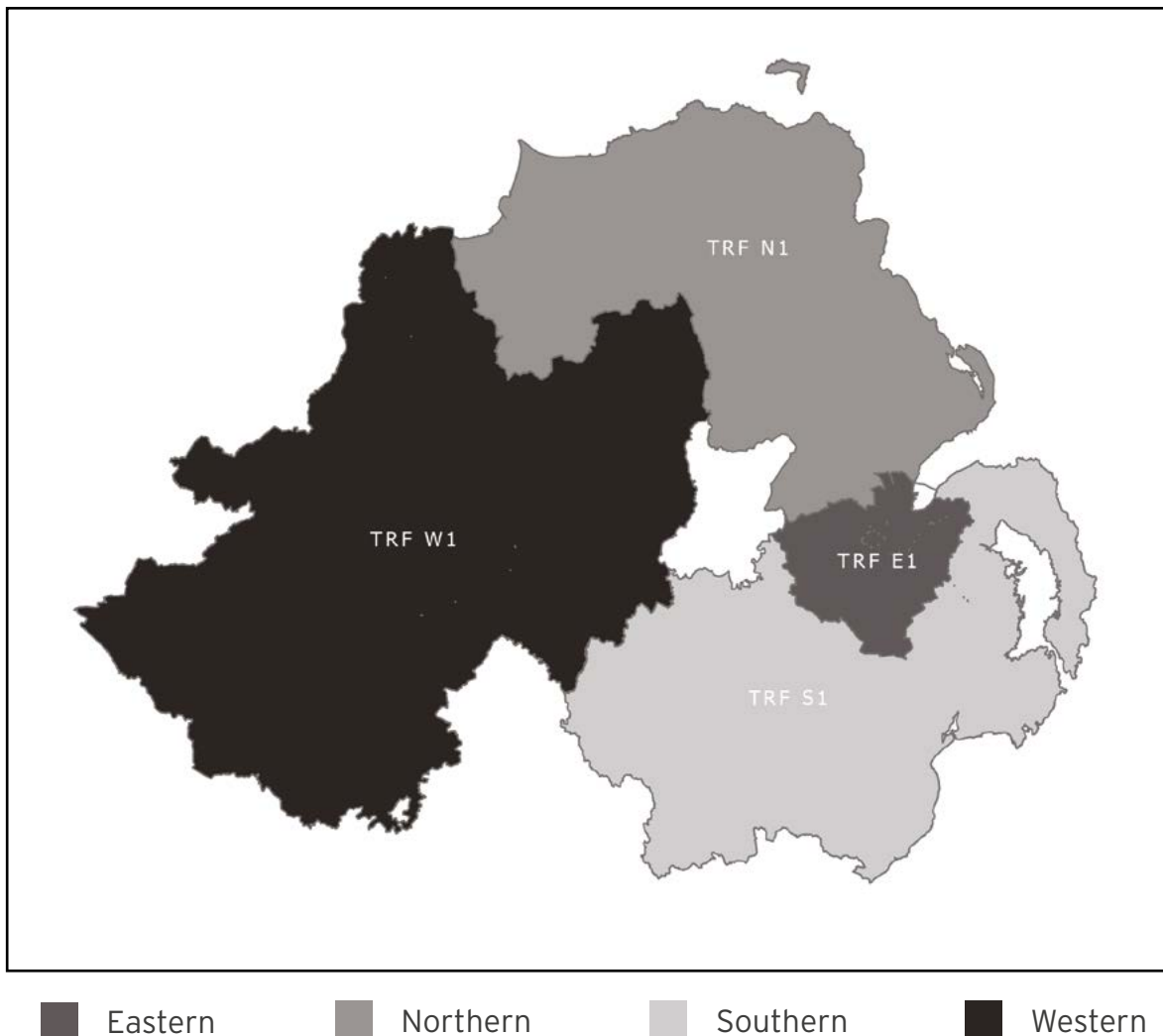
### Road Treatments Lots:

TRF E1 - Eastern

TRF N1 - Northern

TRF S1 - Southern

TRF W1 - Western



## **EVALUATION CRITERIA**

All frameworks will be procured using the Open Procedure and will consist of Selection & Award Criteria.



### **SELECTION CRITERIA**

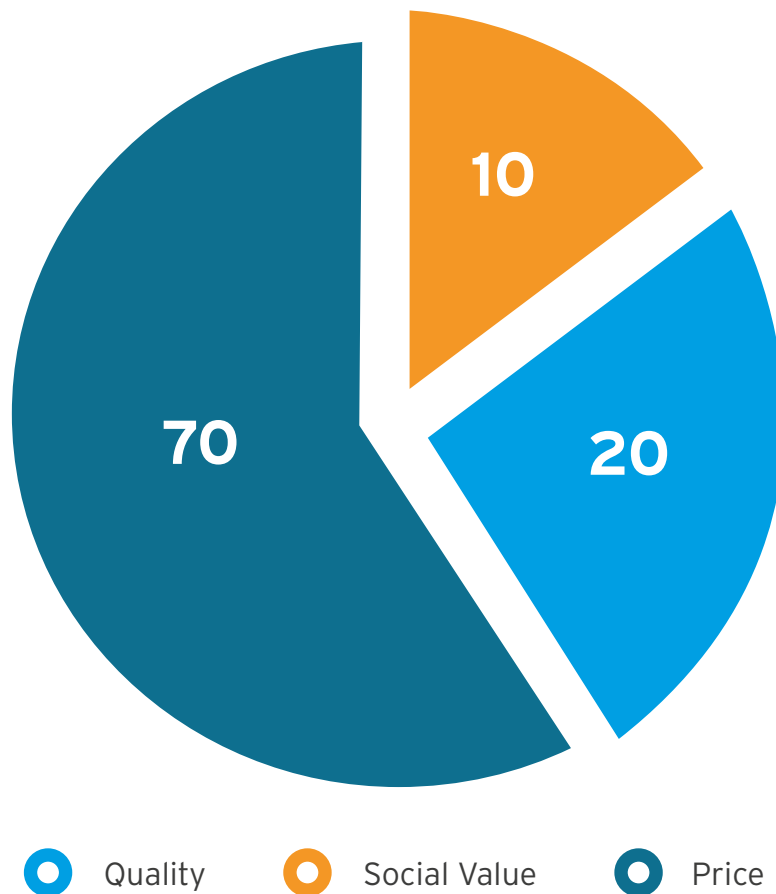
The Selection Criteria will consist of Eligibility Minimum Standards including the following:

- Past Performance
- Health and Safety
  - SSIP Certification as Principal Contractor
  - Or equivalent Health & Safety Management System Certification
- Management Systems
  - Quality Management
    - BS EN ISO 9001 accredited by UKAS or equivalent
  - Environmental Management
    - BS EN ISO 14001 or equivalent
- Contract Experience
- Sector Scheme (as applicable) or sufficient evidence

### **AWARD CRITERIA**

Framework tenders will be evaluated on a quality/price basis, with scored quality criteria developed to help drive best value for money. To avoid unnecessary duplication, Suppliers will be able to submit a single Quality submission for each Framework. However, each geographical Lot will require a separate Price submission. The Quality weighting will be reviewed for each Framework competition as working practices with the industry develop.

It is proposed that the Quality weighting for the Framework is 30%, incorporating a mandatory 10% for Social Value. A 30% weighting will allow suppliers' approaches to the Framework objectives to be fully tested, while still highlighting the importance of Price to the supply chain.



### EVALUATION MODEL (QUALITY + PRICE SCORE)

The results of the Quality and Commercial evaluations will then be inputted into the MEAT Evaluation Model to give an Overall Assessment Score.

#### **Quality Submission**

Quality Submission = *Technical Criteria (20%)+Social Value Criteria (10%)*

#### **Price Submission**

Price Submission =  $((\text{Lowest bid})/(\text{Bid received})) \times \text{Price Weighting (70\%)}$

#### **Overall Assessment Score**

Overall Assessment Score = *Quality Submission (30%)+Price Submission (70%)*

#### **Minimum Acceptable Tender Score**

Once the model has been applied, supplier scores will be compared against the Minimum Acceptable Tender Score threshold for appointment to the Framework.

Any supplier failing to meet the threshold will not be appointed to the Framework. Suppliers will otherwise be appointed to the Framework either as Primary, Reserve or a Community Supplier.



### **AWARD PROCESS (GEOGRAPHICAL LOTS)**

Suppliers will be appointed to each geographical based Lot in descending order of total estimated Lot value i.e. if Lot 1 is the highest-value Lot, suppliers will be appointed to this Lot first; followed by the next highest-value Lot. This approach is best Value for Money as it ensures the best supplier for the highest-value Lot is appointed first. The precise order of the Lot awards will be set out in the Procurement for each Framework.

In addition, there will be a limit to the number of geographical Lots that can be awarded to any one Economic Operator as either Primary Supplier and/or Reserve Supplier. There may also be regional caps placed for some Frameworks.

### **FRAMEWORK MANAGEMENT**

There will be a greater need for management of the works undertaken under the Framework contracts. To this end, Framework Managers will be appointed for each Framework.

The **Framework Manager** will:

- Track and Monitor the operation of the term contracts under the Framework
- Collate and report on contractor performance
- Coordinate the mini competitions

### **KEY PERFORMANCE INDICATORS (KPIs)**

A new set of KPI's will be developed for all Frameworks under the PEP. All KPIs will be monitored and recorded on a new IT system which is being developed for the management of the RAM Frameworks.

Table 2: Typical arrangement of award process

|                   | Geographical Lot 1  | Geographical Lot 2  | Geographical Lot 3  | Geographical Lot 4  | Geographical Lot 5  |   |
|-------------------|---|---|---|---|---|---|
| Stage 1           | Eligibility Minimum Standards   |   |   |   |   | Pass/Fail Assessments   |
| Stage 2           | Minimum Quality Score per Quality Questions                                     |   |   |   |   |   |
| Stage 3           | Framework - Wide <b>Quality Score</b> out of <b>30.00%</b>                      |   |   |   |   | Scoring and Moderation in accordance with Tender Evaluation Model                 |
|                   | Lot - specific <b>Price Score</b> out of 70.00%<br><br><b>Total Score Lot 1</b> | Lot - specific <b>Price Score</b> out of 70.00%<br><br><b>Total Score Lot 2</b> | Lot - specific <b>Price Score</b> out of 70.00%<br><br><b>Total Score Lot 3</b> | Lot - specific <b>Price Score</b> out of 70.00%<br><br><b>Total Score Lot 4</b> | Lot - specific <b>Price Score</b> out of 70.00%<br><br><b>Total Score Lot 5</b> |   |
|                   | =   | =   | =   | =   | =   |   |
|                   |   |   |   |   |   |   |
| Stage 4           | Minimum Acceptable Total Tender Score   | Minimum Acceptable Total Tender Score   | Minimum Acceptable Total Tender Score   | Minimum Acceptable Total Tender Score   | Minimum Acceptable Total Tender Score   | Pass/Fail Assessment and award onto Project Lot if applicable (Community)         |
|                   | <b>Lot Ranking</b>  | <b>Lot Ranking</b>  | <b>Lot Ranking</b>  | <b>Lot Ranking</b>  | <b>Lot Ranking</b>  |   |
| Stage 5A          | <b>Primary Reserve</b>  |   |   |   |   | Geographical Lot appointments, following Framework Resilience & Opportunity Model |
| Stage 5B, C, D, E |   | <b>Primary Reserve</b>  | <b>Primary Reserve</b>  | <b>Primary Reserve</b>  | <b>Primary Reserve</b>  |   |

## NEXT STEPS

### Step 1.

- Surfacing Framework A procurement commences Autumn 2024
- Awarded early 2025

### Step 2.

- New IT System developed & ready to go live before RAM contracts commence

### Step 3.

- Surface Dressing Framework procurement commences Summer 2025
- Award end of 2025

### Step 4.

- Surfacing Frameworks B procurement commences Summer 2025
- Award end of 2025

### Step 5.

- Structures & Road Restraint Systems Frameworks procurement commences Autumn 2025
- Award early 2026

## **FURTHER INFORMATION**

The proposals set out in this document may be subject to change as a result of future legislation and /or organisational requirements.

For further information on the Road Asset Management Framework programme please visit:

<https://www.infrastructure-ni.gov.uk/publications/department-infrastructure-roads-works-and-maintenance-procurement-enhancement-programme>





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