

Commissioning & procurement

I. Understanding commissioning and procurement

It is essential to understand and commissioning and procurement if your organisation provides or intends to provide services to the public sector. There will always be place for grants in the third sector, but providing goods and services through the commissioning process is becoming more commonplace.

Commissioning takes place first. It is the strategic process whereby public sector organisations decide what services or products they require and what services they should be buying to meet their priorities and people's needs. It is a stakeholder centric and strategic approach that considers the needs of citizens and is focused on delivering meaningful outcomes for those citizens.

Procurement is the process by which a public sector organisation purchases services from an organisation (i.e. a social enterprise, a charity, a business or other). It involves buying the services and issuing a contract to the provider in order to make this process legally binding.

Tendering is part of the procurement stage - it is a formal process by which organisations compete for funding available to deliver public services by submitting tender applications. The tendering process normally happens over a number of stages as described below and is the way procurement officers decide which organisation to choose out of all the applicants that can provide what want. A contract is normally entered into between supplier and client and this contract allows for control and performance management of the service.

You should know how your potential clients in the public sector use commissioning and procurement. If you do, your organisation will be able to take part in the tendering process in a timely and more competitive manner.

II. How does the process work?

It is important to first understand why a public sector organisation decides to commission other organisations to deliver services. They may not have the resources or expertise in house to deliver the services that are needed to meet the public need. It is also in many cases more cost effective for them to commission other organisations to run them, than for them to run it themselves. There may be a need that has come up recently and which requires new services.

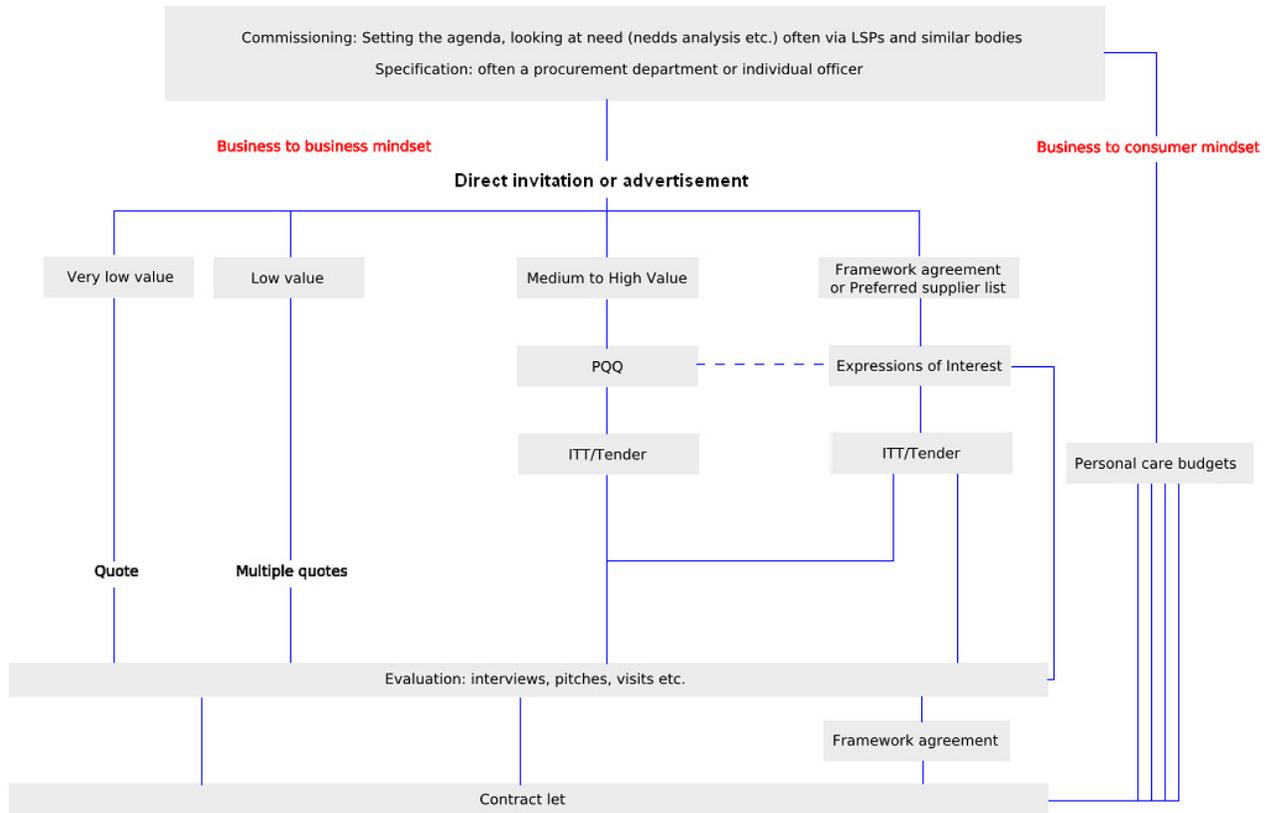
Your public sector customer will make the commissioning and procurement process as open and transparent as possible. The commissioning process begins with providers of public services thinking about the services they deliver, have delivered and might want to deliver to their communities. Some public sector organisations might do this alone, or some local organisations might join together to commission services for all of their users (see Local Strategic Partnerships below). Public sector organisations consider and document both the need and the specification of the goods or services they require. This can involve local

consultation events which are open to the public. It's probably a good idea for to try and attend these as a networking opportunity. Once the commissioning body has an understanding of what service delivers a desired outcome to a target group this thinking is captured in a document called a service specification.

The process continues on to procurement. Depending on the size and importance of the contract this may be a one, two, or multi-stage process as outlined below.

<i>Types of process</i>	<i>Size of contract and notes on the process</i>
One stage	Low value or very short-term contracts usually involve a one stage process. This may be that the public sector buyer is asking for quotes from existing suppliers or people that they would like to do business with. It may also take the form of a brief proposal.
Two stage	<p>Medium to high-value or high-profile contracts.</p> <p>Stage 1: Pre-Qualification Questionnaire (PQQ) like a job application for your company</p> <p>Stage 2a: Invitation to Tender (ITT) this is normally a formal written proposal (using either the buyer's template or your own)</p> <p>Stage 2b: You may be selected to present (sometimes called pitching) to the buyer in person</p>
Multi-stage	<p>Multi-stage processes such as Framework or Preferred Supplier List (PSL) processes often begin as either a stage one stage or two stage process. However, instead of being awarded a contract your social enterprise will be included in a framework agreement or on a preferred supplier list.</p> <p>You might be a refugee organisation that provides translation services. Your local police force needs high quality translators that speak a variety of languages. They will probably have a <i>framework agreement</i> whereby a large number of organisations that provide translation services have been pre-approved to provide services at a fixed price. If they have a need for a translator they can call any organisation on their framework agreement to give you the work.</p> <p>A <i>preferred supplier</i> list works in a similar way, although the price for the services is not fixed and you may be asked to put in a proposal on specific pieces of work.</p>
<p>Gateway: The contract is awarded to the winning supplier(s). You now have the opportunity to negotiate the details of the contract.</p>	

Here is what the process looks like as a diagram (terms such as ITT and PQQ are explained below.)



III. Explaining the jargon

The jargon used in the commissioning, procurement and tendering process of is quite different from the terminology used in funding applications. To avoid confusion, a few key elements are explained below.

Pre-Qualification Questionnaires (PQQs)

Pre-Qualification Questionnaires (PQQs) are typically used by buyers to gather information from suppliers. They are often used to gather business details, technical information and approximate price offers from Suppliers.

PQQs are normally a preparatory stage of a procurement process that allows the Buyer to qualify Suppliers for invitation to an ITT stage.

PQQs may have different layouts, but there are common elements to them all (SEE APPENDIX FOR A SAMPLE PQQ)

- Company information
- Financial information
- Technical information
- Health and safety
- Professional conduct
- Equal opportunities
- Environmental considerations
- Quality assurance
- The undertaking

Invitations to Tender (ITTs)

An Invitation to Tender (ITT) is used by buyers to gather in-depth business details, technical information and price offers from Suppliers. At the end of an ITT, the selected or winning organisation(s) will be awarded a contract to provide the required services.

Local Strategic Partnerships

Central government is working hard to develop and support delivery of services to communities. One of the main ways this is being done is through Local Strategic Partnerships (LSPs).

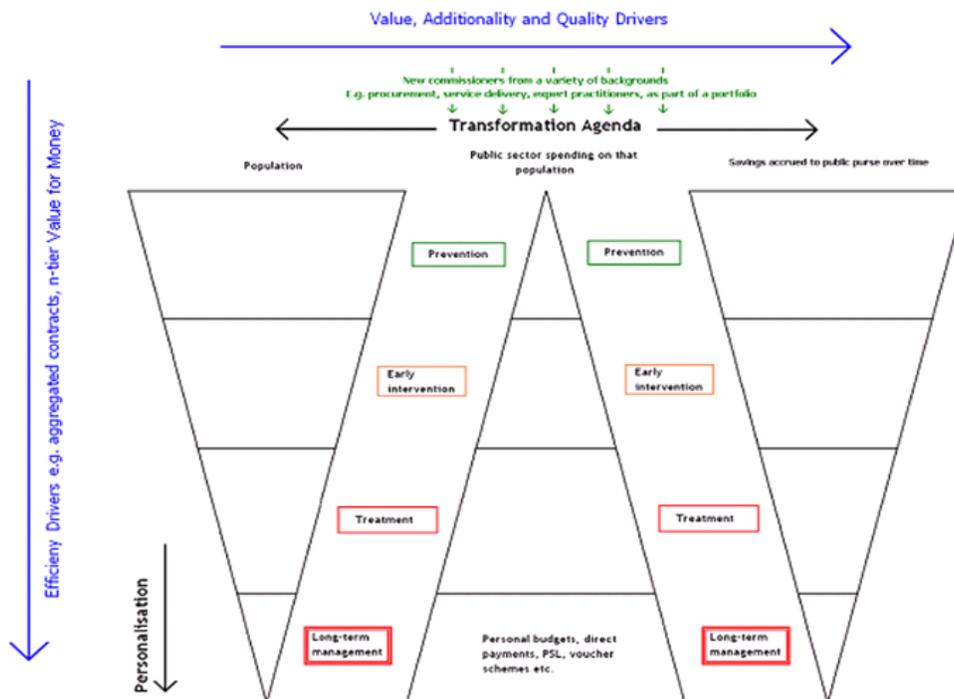
These are non-statutory partnerships that bring together local public sector bodies (such as local authority departments, NHS trusts and public services such as Police and Fire Service) as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together.

LSPs provide an effective forum for commissioners to engage with other parties (such as the third sector and social enterprises) to make sure they are providing the sort of services that their communities need. As a social enterprise, and member of the community in your own right you are potentially able to influence commissioning decisions in your borough.

IV. Before you start: what you need to think about

There are a number of key challenges your organisation can face when you enter a procurement process. You should consider or have in place if you wish to deliver public sector contracts.

- 1) **Commissioners and procurement officers face many conflicting drivers.** On one hand they are being encouraged to be more “efficient” - that is get more service for less money. On the other hand they are being asked to deliver greater effectiveness with “additionality” (added value) and “world class commissioning (NHS)” agendas, focusing on long-term outcomes. Although this means that charities and social enterprises can be seen as delivering great outcomes, you may be pricier than some commercial competitors.



- 2) An awareness of these pressures will enable you to understand your beneficiaries as well as your potential public sector customers' needs and the world they work in. **It is worth carrying out some research and developing a stronger understanding of your market** and of the tendering process involved as it will give you a competitive advantage over other organisations competing for public sector contracts.
- 3) Public sector procurement rules tend to be risk averse, and therefore have defined processes to ensure organisations delivering public service (and tendering for those contracts) are financially sound and well run. **Procurement officers are concerned with ensuring your organisation complies with legal requirements, making sure you are financially sustainable (by having audited accounts and management accounts) and your governance and management teams have the right skills and experience to successfully deliver your products or services.** By displaying that you meet these requirements you are increasing your chance on winning contracts.
- 4) You may find you are unable to compete for large contracts because your annual budget or self-generated income is too small compared to the size of the contract. This is sometimes called the Proportionality rule. Normally this means that your organisation can only apply for a tender opportunity if its budget is three or four times the size of the value of the contract (per year).

The rule is there to protect you and the buyer from being too reliant on each other. **An effective way to address this is to form partnerships and collaborations with other organisations or to act as a supplier to a larger body that wins a contract.** You may want to start with smaller

contracts to develop track record and increase the size of the organisation, before tendering for larger contracts.

- 5) You may also find you are unable to effectively compete for contracts because you are, or seem too small compared to your competitors. **The small scale and capacity of many charities or social enterprises is a common issue but can be addressed by collaborative working** (see the excellent work of In Shape Hackney as an example of a standing consortium of partners). You can also increase your scale through growth replication and franchising by working with like minded organisations you will have access to more people, skills and capacity to deliver your contract.
- 6) You can attract the attention of your local authority on a specific need or issue, that you would be able to resolve, thanks to the **“Community Right to Challenge”**. It won't mean that you will be automatically granted the right to provide the services, but you could be in a good position if the local authority decides to accept the expression of interest and carry out a procurement exercise.
- 7) **Contract opportunities also exist within the private sector** (commercial work) **and the third sector** (charities, voluntary and faith organisations, and other social enterprises) as well as in the public sector (central, regional and local government). Consider looking at all types of customers that may need your services. This will reduce your reliance on one specific type of customer and reduce your risk.
- 8) **Personal care budgets** are a move to increase personal choice for people with long-term conditions such as diabetes. Historically people with these conditions have had medicine, therapies and services provided to them by the NHS, normally through a local Primary Care Trust (PCT). Individuals are beginning to get control of some of the budget set aside to treat them and to decide how this can be spent.

This is a move away from selling to a few big customers (a business to business model) to selling to many individuals (a business to consumer model). Individual budgets are unlikely to completely replace large contracts, but they may become a significant source of work and revenue for you (see process diagram above).

- 9) **Some buyers use third parties to manage part or all of the procurement and supply chain process**. For instance, Exor Management Services operate these services for numerous local authorities and NHS trusts and you may need to communicate with Exor rather than the end client in some instances. Investigate whether this is the case in your sector and for the type of services that you provide.

V. Key success factors in accessing contracts

- **Doing the groundwork by participating in stakeholder dialogue** is a great way to access contracts. The local authority Best Value regime includes a requirement on bidders to consult service users. Guidance also suggests

seeking the views of non users and potential users, as well as stakeholders. Being well known and having a reputation for constructive input into local dialogue will help you get an invitation at an early stage to take part in any review underway. Taking part in this dialogue may be time consuming, but could give a valuable insight into opportunities for service delivery and the chance to influence the shape of future public service contracts.

- **Understanding the role of specific people in target organisations**, what are the roles of procurement officers, commissioners, purchasers or service managers? Who does what, who makes the key buying decision and how?
- **Recording your achievements:** A key success factor for accessing contracts is show evidence of past achievement and produce an evidence-based analysis of potential future achievement. This requires some form of structured process for measuring and reporting social outcomes, and linking those outcomes to specific public policies. It requires that you clarify the social outcomes you achieve, systematically measure and report on your performance, audit your processes and use robust data in predicting future outcomes.

Remember that local councils or other public bodies will have their own particular priorities, such as in the local community strategy or community plan. You should work hard to show how your work and your core values can help addressing those priorities.

- **Implementing the organisational arrangements so that a Pre Tender Qualification Questionnaire (PQQ) can be completed in an afternoon.** There are three elements to this:
 - Establishing simple data and information management systems so that all relevant data is up-to-date and accessible
 - Practicing on a couple of local PQQs taken from the web to ensure that all data is accessible
 - Maintaining all appropriate polices and quality standards and moving towards obtaining externally accredited standards for quality and sustainability
- **Researching the websites of the target organisations**, you may be able to find:
 - Lists of current contract opportunities
 - Lists of current contracts with termination dates
 - Lists of contact names with procurement responsibilities
 - A sample PQQ or tender specification
 - Financial regulations showing how different sized procurements are undertaken
 - A “How to Sell to Us” guide
- **Research the competition:** you should also research the competition to your bid. Who is the current incumbent (if it is a continuing service) and what is their record? If it is an internal business unit of a council or other public body, consider the political support they may have and their record

locally. Who else is known to be interested in bidding? They may have made a visible profile for themselves in recent times locally and attended consultation meetings. Consider your strengths and weaknesses versus their advantages. How can your bid gain a competitive edge?

VI. Finding out about tender opportunities

You can find out about tender opportunities through a number of public sector websites to which you can sign up and from which you will receive regular updates about tendering opportunities in your sector. These include:

- Supply2gov, www.supply2.gov.uk
- Competefor, www.competefor.com
- Public Tenders, www.publictenders.net
- (European) Tenders Electronic Daily, www.ted.europa.eu
- www.pasa.nhs.uk
- www.supplychain.nhs.uk
- www.sid4health.nhs.uk
- Funding central lists tender and grant opportunities
www.fundingcentral.org.uk
- Your local council website
- Local paper with large distribution e.g. South London Press
- Alito, tender portals for various areas including Wales:
(<http://appswales.alito.co.uk>), Humber and Yorkshire
(<https://scms.alito.co.uk/>)

VII. General information about commissioning and procurement

- Audit Commission www.audit-commission.gov.uk
- Office of government commerce, www.ogc.gov.uk
- Commission of Social Care Inspection www.csci.org.uk
- Department of Health www.dh.gov.uk
- Education, Ofsted www.ofsted.gov.uk
- Comprehensive area assessments
<http://oneplace.auditcommission.gov.uk/Pages/default.aspx> (although not being updated from July 2010)
- Individual local council websites may also include inspection reports, particularly
- if they are achieving successful results in particular areas e.g. almanac sites

CHECKLIST: Are you tender ready?

Item	Yes/No	Notes
<i>You and your organisation. Do you?</i>		
Understand your offer?	<input type="checkbox"/>	
Understand the needs of your market?	<input type="checkbox"/>	
What do your beneficiaries need?	<input type="checkbox"/>	
What do your customers need, and what will they/can they pay for?	<input type="checkbox"/>	
Value yourself - you are providing a solution to the problem that your client has	<input type="checkbox"/>	You are a supplier of a valuable service NOT a professional beggar!
Understand, quantify and communicate your added value, whether this is social, environmental or commercial?	<input type="checkbox"/>	Social e.g. Use of surplus for additional activities Environmental e.g. Green and ethical supply chain Commercial e.g. Responsive and agile local supplier
Have a clear understanding of your cost base?	<input type="checkbox"/>	
Have a realistic pricing strategy? E.g. Have you used FCR, or are you using competitive pricing?	<input type="checkbox"/>	
Develop and maintain active networks	<input type="checkbox"/>	
Demonstrate you are a “good” organisation?	<input type="checkbox"/>	Business probity, compliance and governance
Open up communication with the commissioner or procurement officer?	<input type="checkbox"/>	Call and let them know you’re interested, even if you have no questions.
<i>The tender documents. Have you communicated the following?</i>		
Who you are?	<input type="checkbox"/>	
Why you’re different?	<input type="checkbox"/>	
Who is your board/SMT?	<input type="checkbox"/>	
Why this is important?	<input type="checkbox"/>	
You understand who the customer is, and who the user is?	<input type="checkbox"/>	They may be different or the same
You understand what the customer wants?	<input type="checkbox"/>	
Do you understand local context and concerns?	<input type="checkbox"/>	
What you do/will do?	<input type="checkbox"/>	
What your service does	<input type="checkbox"/>	Does your response meet the requirements of the specification?

How can you prove impact?	<input type="checkbox"/>	What outcomes and long term changes can you contribute to? How do you know?
How much your service will cost?	<input type="checkbox"/>	Will you subsidise the public sector or will this make you money?
The extra (added value) you bring	<input type="checkbox"/>	You may have explored this while explaining why your different, or in the impact section

<i>Practicalities</i>		
Check submission date	<input type="checkbox"/>	
Understand the process (e.g. EoI, PQQ, ITT then pitch)	<input type="checkbox"/>	
Check mechanism (email, post etc.)	<input type="checkbox"/>	
Policies and procedures	<input type="checkbox"/>	
Audited accounts	<input type="checkbox"/>	
CVs and bios	<input type="checkbox"/>	
Signed documents/scanned signatures	<input type="checkbox"/>	
Insurance	<input type="checkbox"/>	
Accreditations and quality marks	<input type="checkbox"/>	
Have you attached all documents and supporting documentation that has been requested?	<input type="checkbox"/>	
References	<input type="checkbox"/>	

APPENDIX - Sample PQQ process

LONDON BOROUGH OF CROYDON

PRE QUALIFICATION QUESTIONNAIRE / BUSINESS QUESTIONNAIRE

(Please delete as appropriate)

The person signing this questionnaire should insert the full name of their organisation in the box

PRIVATE AND CONFIDENTIAL

PROCUREMENT OF

Insert Title of Contract

Please answer the questions specifically for your organisation / company **NOT** for the group if you are part of a group.

Please include, where appropriate, any supporting documents, marking clearly on all enclosures with the name of your company and the number of the question to which they refer.

Please mark any continuation sheets with your company name and the question number.

Please return this questionnaire, and any supporting documentation requested, as soon as possible and in any event **NOT LATER THAN THE TIME AND DATE GIVEN BELOW.**

Please return this questionnaire by **Insert time** on: **Insert date**

When completed, please return to: **Insert name & address where documents should be returned to**

Section A
Company Information

Please note that the term 'company' includes a sole trader, partnership, limited company, local authority, public sector organisation, voluntary sector organisation or charity or other.

A1

Name of your company _____

A2

Address for correspondence _____

A3

Registered office (if different from above) _____

A4

Telephone Number _____

A5

Fax Number _____

A6

Email Address _____

A7

Website Address _____

A8

Your name and position within the company

Name _____

Position _____

A9

Please specify the legal status of your company. Are you a sole trader, partnership, limited company, local authority organisation, public sector organisation, voluntary sector organisation, charity or other?

A10

Please list the full names and addresses of every Director, Partner, Associate and Company Secretary.

A11

Have any of the people named in A10 been involved in any company which has been liquidated or gone into receivership?

If 'yes', please give details.

A12

Have any of the people named in A10 been employed by Croydon Council? If 'yes', please give details:

A13

Do any of the people named in A10 have a partner or relative who is a Croydon Councillor, or is employed by Croydon Council at a senior level?

A14

Do any of the people named in A10 have any involvement in any other company that provides goods or services to Croydon Council?

If 'yes', please provide details

IF A LIMITED COMPANY, CONTINUE WITH SECTION A - IF NOT, GO TO SECTION B

A15

If a limited company please state:

- a) Date of company's registration _____
- b) Company Registration Number _____
- c) Legislation under which the company was registered (e.g UK Companies Act 1985) _____

A16

Please enclose a copy of the Certificate of Incorporation for your company under the Companies Act 1985 (if applicable) and any certificate of change of name.

Not applicable Not available Enclosed

A17

Is the company a formal member of a larger trading group of companies?

Yes No

If 'yes', please provide the following information

a) Name and address of ultimate holding company

b) Names and addresses of any other subsidiaries

A18

Would the group or the ultimate holding company be prepared to guarantee your contract performance as its subsidiary?

Yes No

A19

Are you applying as part of a consortium?

Yes No

If 'yes', please describe the anticipated legal structure of the consortium, including the likely contribution of each member.

Section B (Other information and Technical References)

B1

Has your company suffered financial deductions in respect of any contract in the last five years? These may be liquidated and ascertained damages, any kind of financial penalty or retention of money that would otherwise have been paid.

Yes No

If 'yes', please provide details

B2

In the last five years, have any contracts been terminated before they were scheduled to finish?

If 'yes', please list the contracts with the reason for termination.

B3

Has your company ever been unsuccessful in seeking to have a contract renewed due to failure to perform to the terms of the contract?

Yes No

If 'yes', please give details.

INSERT SUPPLEMENTARY QUESTIONS SPECIFIC TO YOUR TENDER HERE

**Section B (Question B?)
Technical References**

Please list below the full names, addresses and other details requested of organisations (preferably public sector) other than Croydon Council for which your company has recently carried out work or supplied goods/materials.

To assist your referees, please inform them that you have provided them as a reference and mention the nature of the work you are tendering for.

A	B	C	D	E	F	G	H
Name & Address of Organisation & Dept.	Contact Name	Email address	Contract Title	Annual value of Contract	Type of Work	Start date of Contract	Period of contract (start / end dates)
1							
2							
3							
4							

(NB: You may use additional sheets if necessary, but please mark clearly Question B4 and add the name of your company).

Section C Quality Systems

Potential suppliers must demonstrate an ability to consistently offer a high quality service, by ensuring that they have adequate quality management systems in place, the scale of which will depend upon the size of the organisation.

C1

Does your company hold a National or International quality assurance accreditation such as ISO, Charter Mark, Investors in People?

Yes No

a) If 'yes', please enclose a copy of your latest certificate and schedule of activities covered by the accreditation.

Not available Enclosed

b) If 'no', is your company actively pursuing a recognised quality system?

Yes No

If 'yes', what system are you pursuing?

C2

If your answer was 'No' to C1, does your company have written procedures for the following?

Reviewing customer enquiries and orders

Yes No

Monitoring / inspecting service / product delivery

Yes No

Complaint procedure

Yes No

If you answered 'yes' to any question C2 please enclose copies.

Not available Enclosed

Section D Finance

Croydon Council needs to have an understanding of the potential supplier's financial standing in order to determine the level of risk they would represent to the Council.

D1

Please state the contact details of your company's Chief Financial Officer

Name _____

Telephone number _____

Email Address _____

D2

Please enclose copies of your last three years of audited accounts - these should include:

Balance Sheet Not available Enclosed

Profit and Loss Account Not available Enclosed

Full Notes to the Accounts Not available Enclosed

Director & Auditor Reports Not available Enclosed

D3

If the accounts you are submitting are for a year ended more than 10 months ago, can you confirm that the company as described in those accounts is still trading?

Yes No

If 'yes', please enclose a statement of turnover since the last set of published accounts.

D4

Are there any outstanding claims or litigation against the company?

Yes No

If 'yes', please supply details of the Court and Plaintiff number.

Court Number _____

Plaintiff Number _____

INSURANCE

D5

Employers Liability Insurance

The council requires companies it contracts with to have a minimum of £10m Employers Liability Insurance

Insurer _____

Policy Number _____

Extent of Cover _____

Expiry Date _____

D6

Public Liability (Third Party) Insurance

The council requires companies it contracts with to have a minimum of £5m Public Liability Insurance

Insurer _____

Policy Number _____

Extent of Cover _____

Expiry Date _____

D7

Professional Indemnity Insurance

If applicable, the council requires companies it contracts with to have a minimum of £2m Professional Indemnity Insurance

Insurer _____

Policy Number _____

Extent of Cover _____

Expiry Date _____

Section E Equalities

This section of the 'Questionnaire' must be completed satisfactorily in order for any company to be considered for any tender for any Council Contract. The "Equalities Legislation" consists of the Race Relations Amendment Act 2006, the Sex Discrimination Act 1975, the Equal Pay Act 1970, the Disability Discrimination Act 1995 and 2005, the Equality Employment (Age) Regulations 2006 and all amendments to these Acts and all relevant regulations made under them.

E1

Is it your policy as an employer and as a service provider to comply with your statutory obligations under the Equalities Legislation, which applies in Great Britain, or equivalent legislation in the countries in which your company employs staff?

Yes No

E2

Accordingly, is it your practice not to discriminate directly or indirectly in breach of Equalities Legislation which applies in Great Britain and legislation in the countries in which your company employs staff:

a) In relation to decisions to recruit, select, remunerate, train, transfer and promote employees?

Yes No

b) In relation to delivering services?

Yes No

E3

Is your policy on equalities set out:

a) In instructions issued to those concerned with recruitment, selection, remuneration, training and promotion?

Yes No

b) In documents available and communication to employees, recognised trade unions or other representative groups of employees?

Yes No

c) In recruitment advertisements or other literature?

Yes No

d) In materials promoting your services?

Yes No

Please supply with this questionnaire relevant examples of the instructions, documents, recruitment advertisements or other literature and promotional materials.

Enclosed

If you answered 'NO' to either E3 a, b, c or d, can you provide (and if so, please do), other evidence to show how you promote equalities in employment and service delivery.

Enclosed

E4

In the last three years, has any finding of unlawful discrimination been made against your company by the Employment Tribunal, the Employment Appeal Tribunal or any other court or in comparable proceedings in any other jurisdiction?

Yes No

E5

In the last three years, has your company been the subject of formal investigation by the Commission for Racial Equality, the Disability Rights Commission, The Equal Opportunities Commission or a comparable body, on grounds of alleged unlawful discrimination?

Yes No

E6

If the answer to question E4 is 'YES', or, in relation to question 5, a finding adverse to your organisation has been made, what steps have you taken as a result of that finding? Please summarise the details below and provide full details as an attachment:

Enclosed

E7

Are your staff with managerial responsibilities required to receive equalities training?

Yes No

If you have answered 'YES' to question 7, please provide the details of such training

E8

Do you have procedures in place to protect your employees from unlawful discrimination by other employees or by members of the public?

Yes No

If you have answered 'YES' to question 8, support your answer by describing the procedures. List any attached documents.

E9

If you are not currently subject to UK employment law, please supply details of your experience in complying with equivalent legislation that is designed to eliminate discrimination (especially racial discrimination) and to promote equality of opportunity. List any attached documents.

For Company's who Sub-Contract

E10

Do you require sub-contractors to demonstrate evidence of their equalities policies and practices?

Yes No

If you have answered 'YES' to 10, provide details of what kind of evidence sub-contractors are asked to submit. What do you ask sub-contractors to provide in evidence of their answers? List any attached documents.

Other Information

E11

Do you have any other details about your equalities policy and practices that you wish to be considered including information on work you have done in previous or existing contracts, and references, which cover equalities? List any attached documents.

Section F Environmental

Croydon Council is committed to maintaining and improving the economic and social wellbeing of everyone in Croydon within a sustainable, safe and high quality environment.

The Council seeks to ensure that all organisations it contracts with can demonstrate compliance with all relevant environmental legislation and satisfy the requirements of regulatory bodies such as the Environment Agency and the Health and Safety Executive.

F1

Does your company have an environmental policy for the service to be provided in this contract?

Yes No

If you have answered 'yes', please state which part of the service the policy relates to.

Please enclose a copy of your policy

Not available Enclosed

F2

Does your company operate an Environmental Management System (EMS)?

Yes No

If you have answered 'yes', does the EMS meet the standards BS8555, ISO14001, EMAS or equivalent?

Yes No

Please enclose a copy of your current certification if accredited to any of these standards.

Not available Enclosed

F3

From the list below, please tick the areas of environmental management your policy addresses.

- a) Energy use
- b) Water use
- c) Transport / vehicle use
- d) Use of sustainable materials
- e) Chemical / hazardous substance use
- f) Solid / liquid waste
- g) Emissions
- h) Pollutions
- i) Staff training
- j) Other

F4

Please outline what achievements you have made, in regards to questions F2 and F3 above, or provide your Public Environmental Statement if the information is contained here. Include quantitative achievements wherever possible and details of targets and objectives which have been met.

F5

Has your company:

a) been prosecuted by any environmental regulator or authority (including local authority)?

Yes No

b) had any notice served upon it by an environmental regulator or authority (including local authority)?

Yes No

If you have answered 'yes' to either or both of the above, please give details

F6

If applicable, is your company in compliance with the Environmental Protection Act 1990, including relevant Regulations under the Act, relating to licensing and registration requirements?

Yes No Not applicable

If you have answered 'yes', please complete the following:

License (registration number) _____
Date of registration _____
Expiry date _____

If you have answered 'no', please state the reason.

F7

Does your company have a waste management plan or waste minimisation program and procedures in place for waste disposal?

Yes No

If you have answered 'no', please give details

F8

How will your company deal with waste arising from this contract? (Please give details of waste and disposal method/s)

F9

Does your company have a carbon management program and objectives and targets for reducing emissions of carbon dioxide or other greenhouse gasses?

Yes No

Please give details

F10

How does your company reduce emissions from any vehicles it uses during business use? Please give details.

F11

Please name the main contact person in your company responsible for environmental management.

Name _____

Title _____

Telephone Number _____

Email address _____

Section G
Health and Safety

Croydon Council seeks to ensure that organisations it contracts with can demonstrate compliance with all relevant health and safety legislation, and have health and safety policies and practices in place that ensure high standards and a strong commitment to health and safety.

G1

Please name the Director, Partner or other person responsible for the implementation of your company's safety policy.

G2

Please state how your health and safety policies and procedures are conveyed to the workforce?

G3

Do staff receive induction and / or safety training before actually undertaking work tasks?

Yes No

G4

Does your company have a Health & Safety Policy? (Covering General Policy Organisation and Arrangements), as required by Section 2(3) of the Health and Safety at Work 1974 and any codes of safe work practices issued to employees.

Yes No

If you have answered 'yes', please enclose.

Not available Enclosed

G5

Have you been prosecuted or have any notices been served on your company by the Health and Safety Executive?

Yes

No

If you have answered 'yes', please enclose details

Not available Enclosed

IMPORTANT

When you have completed this questionnaire please read and sign the following section

Section H

Certificate and Undertaking

This undertaking should be signed by the applicant, a partner or authorised representative in their own name and on behalf of the company.

1. I / We certify that the information supplied is accurate to the best of my/our knowledge and that I / we accept the conditions and undertaking requested in the questionnaire. I / We understand that false information could result in my / our exclusion from the procurement process.
2. I / We also understand that it is a criminal offence, punishable by imprisonment, to give or offer any gift of consideration whatsoever as an inducement or reward to any servant of a public body and that any such action will empower the Council to cancel any contract currently in force and will result in my / our exclusion from the procurement process.

Signed _____

For and on behalf of _____

Date _____

Before returning this questionnaire, please ensure that you have:

- answered all questions appropriate to your application
- enclosed relevant documents
- signed the above undertaking

**Section I
Monitoring Sheets**

To help us with our monitoring, we would be grateful if you could complete the following questions. Any information provided will not be taken into account in the evaluation process.

1.

Please advise name of publication where you saw the advertisement for this tendering opportunity

Croydon Guardian

Croydon Council Internet Site

OJEU Notice

Supply2gov

Other
(Please State)

2.

Please tick the box most appropriate to your organisation

Micro Company 0 - 9 employees

Small Company 9 - 49 employees

Medium Company 50 - 249 employees

Large Company over 250 employees

3.

How would you classify the overall majority ownership or control of your company/organisation (*please tick appropriate box and in the case of the number of Directors with a disability, please provide a value*).

Male Female Number of Directors with a Disability _____

Ethnic Origin

White

- British
- Irish
- Any other White Background (*please write in*) _____

Mixed

- White and Black Caribbean
- White and African
- White and Asian
- Any other missed background (*please write in*) _____

Asian or Asian British

- Indian
- Pakistani
- Bangladeshi
- Any other Asian background (*please write in*) _____

Black and Black British

- African
- Caribbean
- Any other Black background (*please write in*) _____

Chinese or other ethnic group

- Chinese
- Any other (*please write in*) _____

³The Commission for Racial Equality defines an Ethnic Minority as anyone who defines themselves as being in any Census 2001 categories other than “White British”. An Ethnic Minority Business is defined as “a business at least 51% owned, controlled and operated by members of one or more Ethnic Minority Group”.