
M&E MAINTENANCE

NATIONAL ARMY MUSEUM
CHELSEA & STEVENAGE

VOLUME V

Part 1: Tender Evaluation
Part 2: Public Procurement
Policy Compliance

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INDEX

Part 1 – Tender Evaluation (for contractor information only)

Part 2 – Public Procurement Policy Compliance (for contractor completion & submission on tender return)

PART 1: TENDER EVALUATION

Introduction

The purpose of this tender evaluation is to determine the tender which best meets the requirements of the National Army Museum – Mechanical and Electrical Services Maintenance Requirements and delivers best value. It will provide an examination and comparison of all submissions received on an equal and consistent basis without bias.

Principles

The guiding principles that relate to this evaluation exercise will include:

1. It is a requirement of public sector competitions that all companies are given an equal opportunity to succeed.
2. The criteria for evaluation is established prior to Invitation to Tender and will remain consistent and objective through the process.
3. The reasons for rejection will be documented and backed up by evidence that will show that the evaluation was properly conducted

Fairness transparency and objectivity are the overriding principles.

Award Criteria

There are 2 types of award criteria being considered:

1. Lowest priced complaint tender.
2. Most economically advantageous tender (price/quality).

The award criteria will be a balance between price and quality.

The information used to evaluate the tenders will include:

- Assessment of the fully completed tender returns.
- The covering letter with any additions or exclusions.
- Tender supporting documents.
- Financial standing.
- Previous recent experience of similar type of works.
- Assessment of the Part 2 submission within this document.

Making the Award Decision

In order to make the final decision, the financial and non-financial evaluations of contractors will be assessed.

The evaluation methodology will provide a firm basis for an objective evaluation of (a) whether a tender meets the National Army Museum essential requirements and (b) the importance of qualitative differences between the tenders. Full written records will be kept justifying decisions that are taken.

Strong evidence is required to reject a cheaper bid that is compliant with all mandatory conditions and requirements.

Evaluations in the Executive

Directors, Management Board and Executive Boards are responsible for awarding contracts. There, they need to be in a position to understand the process that has taken place and why they are being asked to recommend a particular award. They will need sufficient information to be able to query recommendations and assumptions.

The contract award will be based on the most economically advantageous criteria and the following items will form the process of the evaluation:

- Expressions of interest (where restricted procedure utilised).
- Specification/contract conditions drafted.
- Tender evaluation model agreed.
- Tenders invited.
- Tenders evaluated.
- Award recommended – Direct, Management Board and/or Executive Board.
- Contract awarded.

TENDER EVALUATION MODEL

Tender Score Criteria

Criteria		Marks
A	Very high standard with no reservations at all about acceptability.	5
B	High standard but falls just short of A.	4
C	Good standard.	3
D	Generally of a good standard with some reservations.	2
E	Basic compliance only.	1
F	Fails to meet the minimum requirements (bid rejected).	0

Stage 1

		Assessor:	
Quality Criteria	Aspect Weighting (A)	Marks Awarded (B)	Weighted Marks (C) (AxB=C)
Understanding of Requirements	20%		
Completion of tender documents in full	20%		
Timetable of Activities	15%		
Relevant Experience	25%		
Capability	20%		
			Total Score (possible 500)

Total Score:	
Assessor:	
Date:	
Signature:	

The total score is divided by 5 to provide the Quality Assessment Mark.

Score all tenders as above in accordance the criteria using the marking system set out above.

Quality Assessment Commentary Sheet

Criteria (Example only)	Comments	Score (0-5)
Understanding of Requirements		
Completion of tender documents in full.		
Timetable of Activities		
Relevant Experience		
Capability.		

Stage 2

1. Discount any bids that do not meet the predetermined quality threshold.
2. Calculate the tender price taking into account any adds or omits.
3. Rank each tender in price order, highest first, as follows:

Rank (by price)	Tender	Price	Quality
1			
2			
3			
4			

4. Reject tenders which are unaffordable.
5. Reject those tenders whose price is higher than tenders with a higher quality.
6. Evaluate the remaining tenders to determine which tender gives the most economically advantageous solution. In the event that the lowest priced acceptable tender is not being recommended then the report recommending acceptance will need to fully justify the recommendations by demonstrating that the additional quality being procured is good value as against the lower priced acceptable tender.

Lowest Priced Acceptable Tender

Tender	Price/Difference £'s	Comparison/Justification

Quality Evaluation

Capability Assessment

- Will the service or product be delivered as per the specification.
- What is the allocation of man-hours to achieve the PPM requirements,
- Will it satisfy the needs of the National Army Museum and aspirations of the public.
- Has the potential contractor experience or provided a history of their capability.
- What is the quality and experience of the sub-contractors.

Systems and Procedures

- Quality control systems.
- Performance monitoring systems.
- Working practices.
- Support systems.
- Good practice guides.
- Adequate infrastructure

Meeting the Values of the Client

- Policies on Health and Safety.
- Impact on economy, employment.
- Social inclusion.
- Training and development policies.
- Skill levels of existing workforce and how will gaps be addressed.
- Retention and recruitment of staff.
- Equal opportunities.

User Interface

- Method of developing relationships with service users.
- What input will be available to the National Army Museum
- How will service improvements be managed.
- What customer care policies' are in place.
- How will complaints and service failures ne managed.

Best Value Issues

- How will methods of service delivery be improved.
- How will a self-monitoring framework be established.
- What continuous improvement techniques will be used.
- How will future changes to specifications be managed.

Environment and Sustainability Issues

- How will these issues be applied.

PART 2: PUBLIC PROCUREMENT POLICY COMPLIANCE

This section relates to the procurement of supplies, services and works for the public sector and must be fully completed with the tender return.

Notes for completion

1. "Authority" means the public sector contracting authority, or anyone acting on behalf of the contracting authority, that is seeking to invite suitable suppliers to participate in this procurement process.
2. "You"/ "Your" or "Supplier" means the body completing these questions i.e. the legal entity seeking to be invited to the next stage of the procurement process and responsible for the information provided. The 'Supplier' is intended to cover any economic operator as defined by the Public Contracts Regulations 2015 and could be a registered company; charitable organisation; Voluntary Community and Social Enterprise (VCSE); Special Purpose Vehicle; or other form of entity.

1. GROUNDS FOR MANDATORY EXCLUSION

You will be excluded from the procurement process if there is evidence of convictions relating to specific criminal offences including, but not limited to, bribery, corruption, conspiracy, terrorism, fraud and money laundering, or if you have been the subject of a binding legal decision which found a breach of legal obligations to pay tax or social security obligations (except where this is disproportionate e.g. only minor amounts involved). If you have answered "yes" to question 1.2 on the non-payment of taxes or social security contributions, and have not paid or entered into a binding arrangement to pay the full amount, you may still avoid exclusion if only minor tax or social security contributions are unpaid or if you have not yet had time to fulfil your obligations since learning of the exact amount due. If your organisation is in that position please provide details using a separate Appendix. You may contact the authority for advice before completing this form.

1.1 Within the past five years, has your organisation (or any member of your proposed consortium, if applicable), Directors or partner or any other person who has powers of representation, decision or control been convicted of any of the following offences?	Please indicate your answer by marking 'X' in the relevant box.	
	Yes	No
(a) conspiracy within the meaning of section 1 or 1A of the Criminal Law Act 1977 or article 9 or 9A of the Criminal Attempts and Conspiracy (Northern Ireland) Order 1983 where that conspiracy relates to participation in a criminal organisation as defined in Article 2 of Council Framework Decision 2008/841/JHA on the fight against organised crime;		
(b) corruption within the meaning of section 1(2) of the Public Bodies Corrupt Practices Act 1889 or section 1 of the Prevention of Corruption Act 1906;		
(c) the common law offence of bribery;		
(d) bribery within the meaning of sections 1, 2 or 6 of the Bribery Act 2010, or section 113 of the Representation of the People Act 1983;		

(e)	where the offence relates to fraud affecting the European Communities' financial interests as defined by Article 1 of the Convention on the protection of the financial interests of the European Communities:		
(i)	the common law offence of cheating the Revenue;		
(ii)	the common law offence of conspiracy to defraud;		
(iii)	fraud or theft within the meaning of the Theft Act 1968, the Theft Act (Northern Ireland) 1969, the Theft Act 1978 or the Theft (Northern Ireland) Order 1978;		
(iv)	fraudulent trading within the meaning of section 458 of the Companies Act 1985, article 451 of the Companies (Northern Ireland) Order 1986 or section 993 of the Companies Act 2006;		
(v)	fraudulent evasion within the meaning of section 170 of the Customs and Excise Management Act 1979 or section 72 of the Value Added Tax Act 1994;		
(vi)	an offence in connection with taxation in the European Union within the meaning of section 71 of the Criminal Justice Act 1993;		
(vii)	destroying, defacing or concealing of documents or procuring the execution of a valuable security within the meaning of section 20 of the Theft Act 1968 or section 19 of the Theft Act (Northern Ireland) 1969;		
(viii)	fraud within the meaning of section 2, 3 or 4 of the Fraud Act 2006; or		
(ix)	the possession of articles for use in frauds within the meaning of section 6 of the Fraud Act 2006, or the making, adapting, supplying or offering to supply articles for use in frauds within the meaning of section 7 of that Act		
(f)	any offence listed -		
(i)	in section 41 of the Counter Terrorism Act 2008; or		
(ii)	in Schedule 2 to that Act where the court has determined that there is a terrorist connection;		
(g)	any offence under sections 44 to 46 of the Serious Crime Act 2007 which relates to an offence covered by subparagraph;		
(h)	money laundering within the meaning of sections 340(11) and 415 of the Proceeds of Crime Act 2002;		

(i)	an offence in connection with the proceeds of criminal conduct within the meaning of section 93A, 93B or 93C of the Criminal Justice Act 1988 or article 45, 46 or 47 of the Proceeds of Crime (Northern Ireland) Order 1996;		
(j)	an offence under section 4 of the Asylum and Immigration (Treatment of Claimants, etc.) Act 2004;		
(k)	an offence under section 59A of the Sexual Offences Act 2003		
(l)	an offence under section 71 of the Coroners and Justice Act 2009;		
(m)	an offence in connection with the proceeds of drug trafficking within the meaning of section 49, 50 or 51 of the Drug Trafficking Act 1994; or		
(n)	any other offence within the meaning of Article 57(1) of the Public Contracts Directive -		
(i)	as defined by the law of any jurisdiction outside England and Wales and Northern Ireland; or		
(ii)	created, after the day on which these Regulations were made, in the law of England and Wales or Northern Ireland.		
1.2 Non-payment of taxes		Please indicate your answer by marking 'X' in the relevant box.	
		Yes	No
<p>1.2.1 Has it been established by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of any part of the United Kingdom or the legal provisions of the country in which your organisation is established (if outside the UK), that your organisation is in breach of obligations related to the payment of tax or social security contributions?</p> <p>If you have answered Yes to this question, please use a separate Appendix to provide further details. Please also use this Appendix to confirm whether you have paid, or have entered into a binding arrangement with a view to paying, including, where applicable, any accrued interest and/or fines?</p>			

2. GROUNDS FOR DISCRETIONARY EXCLUSION – PART 1

The authority may exclude any Supplier who answers 'Yes' in any of the following situations set out in paragraphs (a) to (j);

2.1 Within the past three years, please indicate if any of the following situations have applied, or currently apply, to your organisation.	Please indicate your answer by marking 'X' in the relevant box.	
	Yes	No
(a) your organisation has violated applicable obligations referred to in regulation 56 (2) of the Public Contracts Regulations 2015 in the fields of environmental, social and labour law established by EU law, national law, collective agreements or by the international environmental, social and labour law provisions listed in Annex X to the Public Contracts Directive as amended from time to time;		
(b) your organisation is bankrupt or is the subject of insolvency or winding-up proceedings, where your assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State;		
(c) your organisation is guilty of grave professional misconduct, which renders its integrity questionable;		
(d) your organisation has entered into agreements with other economic operators aimed at distorting competition;		
(e) your organisation has a conflict of interest within the meaning of regulation 24 of the Public Contracts Regulations 2015 that cannot be effectively remedied by other, less intrusive, measures;		
(f) the prior involvement of your organisation in the preparation of the procurement procedure has resulted in a distortion of competition, as referred to in regulation 41, that cannot be remedied by other, less intrusive, measures;		
(g) your organisation has shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions;		
(h) your organisation— (i) has been guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria; or (ii) has withheld such information or is not able to submit supporting documents required under regulation 59 of the Public Contracts Regulations 2015; or		
(i) your organisation has undertaken to		
(aa) unduly influence the decision-making process of the contracting authority, or		
(bb) obtain confidential information that may confer upon your organisation undue advantages in the procurement procedure; or		
(j) your organisation has negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award.		

Conflicts of Interest

In accordance with question 3.1 (e), the authority may exclude the Supplier if there is a conflict of interest which cannot be effectively remedied. The concept of a conflict of interest includes any situation where relevant staff members have, directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the procurement procedure. Where there is any indication that a conflict of interest exists or may arise then it is the responsibility of the Supplier to inform the authority, detailing the conflict in a separate Appendix. Provided that it has been carried out in a transparent manner, routine pre-market engagement carried out by the Authority should not represent a conflict of interest for the Supplier.

Taking Account of Bidders' Past Performance

In accordance with question (g), the authority may assess the past performance of a Supplier (through a Certificate of Performance provided by a Customer or other means of evidence). The authority may take into account any failure to discharge obligations under the previous principal relevant contracts of the Supplier completing this PQQ. The Authority may also assess whether specified minimum standards for reliability for such contracts are met. In addition, the authority may re-assess reliability based on past performance at key stages in the procurement process (i.e. supplier selection, tender evaluation, contract award stage etc.). Suppliers may also be asked to update the evidence they provide in this section to reflect more recent performance on new or existing contracts (or to confirm that nothing has changed).

'Self-cleaning'

Any Supplier that answers 'Yes' to questions 2.1, 2.2 and 3.1 should provide sufficient evidence, in a separate Appendix, that provides a summary of the circumstances and any remedial action that has taken place subsequently and effectively "self-cleans" the situation referred to in that question. The supplier has to demonstrate it has taken such remedial action, to the satisfaction of the authority in each case.

If such evidence is considered by the authority (whose decision will be final) as sufficient, the economic operator concerned shall be allowed to continue in the procurement process.

In order for the evidence referred to above to be sufficient, the Supplier shall, as a minimum, prove that it has:

- paid or undertaken to pay compensation in respect of any damage caused by the criminal offence or misconduct;
- clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authorities; and
- taken concrete technical, organisational and personnel measures that are appropriate to prevent further criminal offences or misconduct.

The measures taken by the Supplier shall be evaluated taking into account the gravity and particular circumstances of the criminal offence or misconduct. Where the measures are considered by the Authority to be insufficient, the Supplier shall be given a statement of the reasons for that decision.

3. ECONOMIC AND FINANCIAL STANDING

Financial Information																	
3.1	<p>Checks will be carried out on the shortlisted suppliers by the Authority using Creditsafe UK. Please provide one of the following to demonstrate your economic/financial standing;</p> <p>Please indicate your answer with an 'X' in the relevant box.</p> <table border="1"> <tr> <td>(a) A copy of the audited accounts for the most recent two years</td> <td></td> </tr> <tr> <td>(b) A statement of the turnover, profit & loss account, current liabilities and assets, and cash flow for the most recent year of trading for this organisation</td> <td></td> </tr> <tr> <td>(c) A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position</td> <td></td> </tr> <tr> <td>(d) Alternative means of demonstrating financial status if any of the above are not available (e.g. Forecast of turnover for the current year and a statement of funding provided by the owners and/or the bank, charity accruals accounts or an alternative means of demonstrating financial status).</td> <td></td> </tr> </table>	(a) A copy of the audited accounts for the most recent two years		(b) A statement of the turnover, profit & loss account, current liabilities and assets, and cash flow for the most recent year of trading for this organisation		(c) A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position		(d) Alternative means of demonstrating financial status if any of the above are not available (e.g. Forecast of turnover for the current year and a statement of funding provided by the owners and/or the bank, charity accruals accounts or an alternative means of demonstrating financial status).									
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3.2	<p>Where the authority has specified a minimum level of economic and financial standing and/or a minimum financial threshold within the evaluation criteria for this tender, please self-certify by answering 'Yes' or 'No' that you meet the requirements set out here.</p> <table border="0"> <tr> <td><input type="checkbox"/></td> <td>Yes</td> </tr> <tr> <td><input type="checkbox"/></td> <td>No</td> </tr> </table>	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No												
<input type="checkbox"/>	Yes																
<input type="checkbox"/>	No																
3.3	<p>(a) Are you are part of a wider group (e.g. a subsidiary of a holding/parent company)?</p> <p>If yes, please provide the name below:</p> <table border="1"> <tr> <td>Name of the organisation</td> <td></td> </tr> <tr> <td>Relationship to the Supplier completing the tender</td> <td></td> </tr> </table> <p>If yes, please provide Ultimate / parent company accounts if available.</p> <table border="0"> <tr> <td><input type="checkbox"/></td> <td>Yes</td> </tr> <tr> <td><input type="checkbox"/></td> <td>No</td> </tr> </table> <p>If yes, would the Ultimate / parent willing to provide a guarantee if necessary?</p> <table border="0"> <tr> <td><input type="checkbox"/></td> <td>Yes</td> </tr> <tr> <td><input type="checkbox"/></td> <td>No</td> </tr> </table> <p>If no, would you be able to obtain a guarantee elsewhere (e.g. from a bank?)</p> <table border="0"> <tr> <td><input type="checkbox"/></td> <td>Yes</td> </tr> <tr> <td><input type="checkbox"/></td> <td>No</td> </tr> </table>	Name of the organisation		Relationship to the Supplier completing the tender		<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
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<input type="checkbox"/>	Yes																
<input type="checkbox"/>	No																
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<input type="checkbox"/>	No																
<input type="checkbox"/>	Yes																
<input type="checkbox"/>	No																

4. TECHNICAL AND PROFESSIONAL ABILITY

Relevant experience and contract examples				
4	<p>Please provide details of up to three contracts, in any combination from either the public or private sector, that are relevant to the Authority's requirement. Contracts for supplies or services should have been performed during the past three years. Works contracts may be from the past five years, and VCSEs may include samples of grant funded work.</p> <p>The named customer contact provided should be prepared to provide written evidence to the Authority to confirm the accuracy of the information provided below.</p> <p>Consortia bids should provide relevant examples of where the consortium has delivered similar requirements; if this is not possible (e.g. the consortium is newly formed or a Special Purpose Vehicle will be created for this contract) then three separate examples should be provided between the principal member(s) of the proposed consortium or Special Purpose Vehicle (three examples are not required from each member).</p> <p>Where the Supplier is a Special Purpose Vehicle, or a managing agent not intending to be the main provider of the supplies or services, the information requested should be provided in respect of the principal intended provider(s) or sub-contractor(s) who will deliver the supplies and services.</p>			
		Contract 1	Contract 2	Contract 3
4.1	Name of customer organisation			
4.2	Point of contact in customer organisation			
4.3	Contract start date Contract completion date Estimated Contract Value			
4.4	In no more than 500 words, please provide a brief description of the contract delivered including evidence as to your technical capability in this market.			
<p>4.5 If you cannot provide at least one example for questions 6.1 to 6.4, in no more than 500 words please provide an explanation for this e.g. your organisation is a new start-up.</p>				

5. ADDITIONAL MODULES

Suppliers who self-certify that they meet the requirements for these additional modules will be required to provide evidence of this if they are successful at contract award stage. Please indicate your answer by marking 'X' in the relevant boxes.

A - INSURANCE

<p>Please self-certify whether you already have, or can commit to obtain, prior to the commencement of the contract, the levels of insurance cover indicated below: Employer's (Compulsory) Liability Insurance = £10,000,000 Public Liability Insurance = £10,000,000 Professional Indemnity Insurance = £1,000,000 *It is a legal requirement that all companies hold Employer's (Compulsory) Liability Insurance of £5 million as a minimum. Please note this requirement is not applicable to Sole Traders.</p>	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div> </div>
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B - COMPLIANCE WITH EQUALITY LEGISLATION

<p>For organisations working outside of the UK please refer to equivalent legislation in the country that you are located.</p>	
	<p>In the last three years, has any finding of unlawful discrimination been made against your organisation by an Employment Tribunal, an Employment Appeal Tribunal or any other court (or in comparable proceedings in any jurisdiction other than the UK)?</p> <div style="display: flex; flex-direction: column; align-items: flex-end;"> <div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div> </div>
2	<p>In the last three years, has your organisation had a complaint upheld following an investigation by the Equality and Human Rights Commission or its predecessors (or a comparable body in any jurisdiction other than the UK), on grounds or alleged unlawful discrimination?</p> <div style="display: flex; flex-direction: column; align-items: flex-end;"> <div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div> </div> <p>If you have answered "yes" to one or both of the questions in this module, please provide, as a separate Appendix, a summary of the nature of the investigation and an explanation of the outcome of the investigation to date.</p> <p>If the investigation upheld the complaint against your organisation, please use the Appendix to explain what action (if any) you have taken to prevent unlawful discrimination from reoccurring.</p> <p>You may be excluded if you are unable to demonstrate to the Authority's satisfaction that appropriate remedial action has been taken to prevent similar unlawful discrimination reoccurring.</p>
3	<p>If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations?</p> <div style="display: flex; flex-direction: column; align-items: flex-end;"> <div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div> </div>

C - ENVIRONMENTAL MANAGEMENT

1	<p>Has your organisation been convicted of breaching environmental legislation, or had any notice served upon it, in the last three years by any environmental regulator or authority (including local authority)?</p> <p>If your answer to the this question is "Yes", please provide details in a separate Appendix of the conviction or notice and details of any remedial action or changes you have made as a result of conviction or notices served.</p> <p>The Authority will not select bidder(s) that have been prosecuted or served notice under environmental legislation in the last 3 years, unless the Authority is satisfied that appropriate remedial action has been taken to prevent future occurrences/breaches.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
2	<p>If you use sub-contractors, do you have processes in place to check whether any of these organisations have been convicted or had a notice served upon them for infringement of environmental legislation?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No

D - HEALTH AND SAFETY

1	<p>Please self-certify that your organisation has a Health and Safety Policy that complies with current legislative requirements.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
2	<p>Has your organisation or any of its Directors or Executive Officers been in receipt of enforcement/remedial orders in relation to the Health and Safety Executive (or equivalent body) in the last 3 years?</p> <p>If your answer to this question was "Yes", please provide details in a separate Appendix of any enforcement/remedial orders served and give details of any remedial action or changes to procedures you have made as a result.</p> <p>The Authority will exclude bidder(s) that have been in receipt of enforcement/remedial action orders unless the bidder(s) can demonstrate to the Authority's satisfaction that appropriate remedial action has been taken to prevent future occurrences or breaches.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
3	<p>If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No