

Memorandum of Information & Pre-Qualification Questionnaire

**For the appointment of a Strategic
Investment & Development Partner to
form the Haringey Development Vehicle
with Haringey Council**



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Foreword



The future of London depends on places like Haringey. Our potential for growth, matched by the energy and confidence of our residents and businesses, exemplifies the very best that London has to offer. With our outstanding rail and tube connections – bringing central London within twenty minutes' reach for thousands of homes and businesses – and our huge potential for development, we proudly stake our claim to be the next major chapter in London's growth story.

And we at the council are embracing growth. We are clear that new homes and new jobs are central to meeting the serious challenges which many of our residents still face, and to attracting future generations of people and businesses to Haringey.

Tottenham and Wood Green – our two major regeneration areas – exemplify the challenges and opportunities across Haringey. The quality of homes, opportunities, services and the environment is improving fast. Local residents and businesses take ever-greater pride in both their heritage and their changing character. Small creative businesses – always the foundation of Haringey's economy – are finding offices and factories that work for them. New homes, in new improved neighbourhoods, are offering something better to old and new residents alike. And Crossrail 2 is still to come, with its exciting promise to increase the potential and transform the profile of these growth areas, and to accelerate the pace of change.

While we at the council are proud of the role we have played in driving and steering this change,

there is much more to do. And it is more true now than ever before that a council cannot on its own make the change that its residents want and need. We have no shortage of confidence and ambition, but we also know we cannot achieve our ambitions alone. Our significant landholdings – large and small, east and west, housing estate or brownfield site – have fantastic potential to play a part in the next chapter of Haringey's growth. But the council cannot match them with the investment or the skills needed to fulfil that potential. It is that challenge that brings us to this key moment in our growth story.

Our vision and objectives are clear: we have carefully set them out in our Corporate Plan to 2018, in discussion with local residents and businesses, and have now distilled them in this document and the others that sit with it. We naturally expect that the successful Bidder or Bidders for this partnership will show a full appreciation of our particular circumstances and requirements. At the same time we know that there are many ways to achieve our goals, and that the council will achieve more by combining its ideas and efforts with those of a partner than it will on its own. That is why this process also asks you to surprise us with innovative ideas that will put our partnership – and Haringey more widely – at the cutting edge of development and regeneration.

I look forward to seeing you rise to that challenge.

Cllr Claire Kober

Leader of the council

Executive Summary

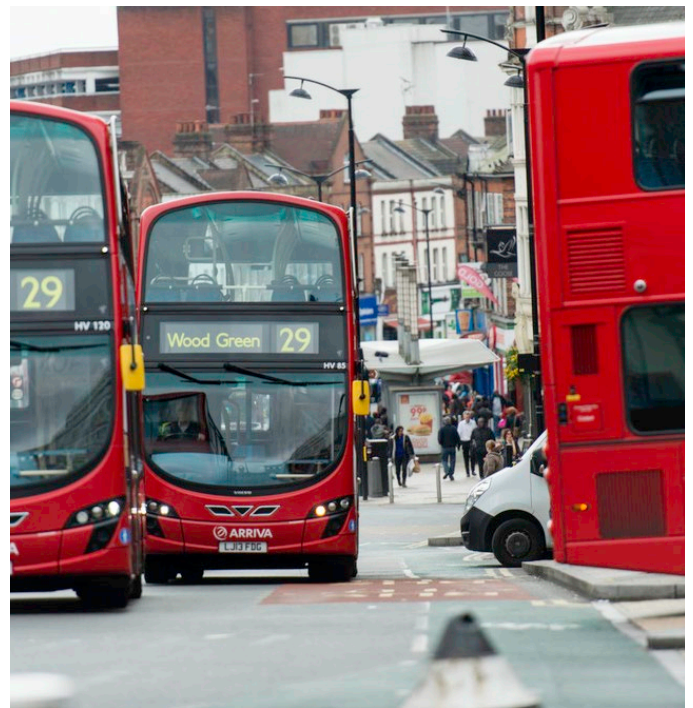
Haringey Council (the "council") is pleased to launch the process for the selection of a strategic investment and development partner to establish the Haringey Development Vehicle (the "HDV") – a joint venture vehicle partnership between the council and the Partner.

The council is seeking to establish the HDV to facilitate estate renewal, brownfield development and economic growth on its land within the Borough. This new approach will seek to complement the council's existing regeneration strategies whilst using the council's extensive commercial portfolio and key assets to fulfill the Borough's potential for growth.

The selected partner will need to share in the council's objectives for the HDV, building on the vision set out in the Corporate Plan, Housing Strategy and Economic Development and Growth Strategy. The HDV must commit to the council's wider social and economic vision for the Borough. Together, the council and its partner will harness the Borough's potential to become a more balanced and prosperous area and an important part of the future of London.



Red line areas are indicative of Haringey Council's freehold ownerships and should not be relied upon for commercial decision making



Introduction

The Borough has huge potential for growth. Haringey is today seen as London's next big growth opportunity. It is believed Tottenham alone is capable of delivering 10,000 new homes and 5,000 new jobs by 2025.

However, the council is aware that although it is 'land rich', due to increased funding constraints, lack of council capacity, expertise and resource, it is unable to deliver the sought-after scale and quantum of regeneration and development on its own land without input from the private sector.

The council's objectives for the HDV, delivering on by the council's Corporate Plan and the London Plan, are:

- **To deliver growth through new and improved housing; town centre development; new employment space and enhanced use of the council's property portfolio;**
- **To achieve and retain a long term stake and control in development of the council's land, maintaining a long term financial return which can be reinvested in accordance with the council's statutory functions, on new housing, on social and economic benefits or on other Corporate Plan objectives;**
- **In partnership with the private sector, to catalyse delivery of financially challenging schemes;**
- **To achieve estate renewal by intensification of land use and establishment of a range of mixed tenures, together with tenure change across the Borough where appropriate;**
- **To secure wider social and economic benefits in areas affected, including community facilities, skills and training, health improvement and crime reduction for the benefit of existing residents; and**
- **To incorporate land belonging to other stakeholders, both public and private sector, into development.**



The successful partner will be required to demonstrate its innovation and a strong commitment to the understanding of these objectives.

These will be incorporated into the legal documentation establishing the HDV between the council and its partner.



Haringey

Haringey combines some of the capital's most desirable neighbourhoods – Highgate, Muswell Hill and Crouch End – with its most exciting regeneration areas in Tottenham and Wood Green.



It enjoys outstanding connections, not only to central London but also to Stansted Airport and Cambridge, while boasting parks, high streets and hidden treasures that offer a quality of life to match any in the capital. And of course Haringey is home to the iconic and historic Alexandra Palace.

Haringey can, and must, play a central role in meeting London's urgent need for new housing. And, like the rest of London, housing need in Haringey has reached the point where homes of all tenures and price brackets are required. The council has embraced the challenge from the Mayor to build over 1,500 new homes in the Borough every year, its confidence based on careful analysis of the available land, the increasing interest of the private development sector and registered housing providers and the strong trends in the housing market itself.

At the same time, Haringey enjoys close proximity and connections to central London, the City, the Olympic Park and Tech City, and has a long legacy of creative and artistic talent with a diverse mix of cultures. This makes it uniquely placed to nurture new businesses, or to offer expanding businesses from those in-demand locations, space to

grow and breathe while maintaining the London location and workforce.

Based on these strengths and this potential, the council has successfully established the Borough – and particular its priority regeneration areas of Tottenham and Wood Green – as a major centre for London's much-needed housing and employment growth based on an 'affordable London' offer. Commitment to this growth is embedded in the council's vision and Corporate Plan, on the basis that it meets both London's

The Mayor of London has designated Tottenham as London's first and biggest Housing Zone.

strategic needs, and the particular needs of Haringey's current and future residents and businesses.

Haringey is attracting major investment based on this potential and vision. Radical improvements at Tottenham Hale station and major investment in the West Anglia main line from Liverpool Street





are already underway. The Mayor of London has designated Tottenham as London's first and biggest Housing Zone. New and existing businesses are already benefitting from a £4 million Opportunity Investment Fund to support new workspace. The council has also created its own £50 million Acquisition Fund to acquire key sites, either to develop itself or facilitate land assembly on larger schemes. Crossrail 2 will also take Tottenham and Wood Green, which already boast excellent connections, into a new league altogether.

The council has already laid much of the important groundwork for bringing forward its developable land within the Borough, through the Local Plan, Site Allocations, Tottenham Strategic Regeneration Framework and Area Action Plan (AAP), and the emerging Wood Green Investment Framework and AAP.

The property and development markets, and individual families and businesses, are already responding positively, but as in many parts of London demand for homes and employment space is now fast outstripping supply. Now is the right time to harness the potential of the council's land.



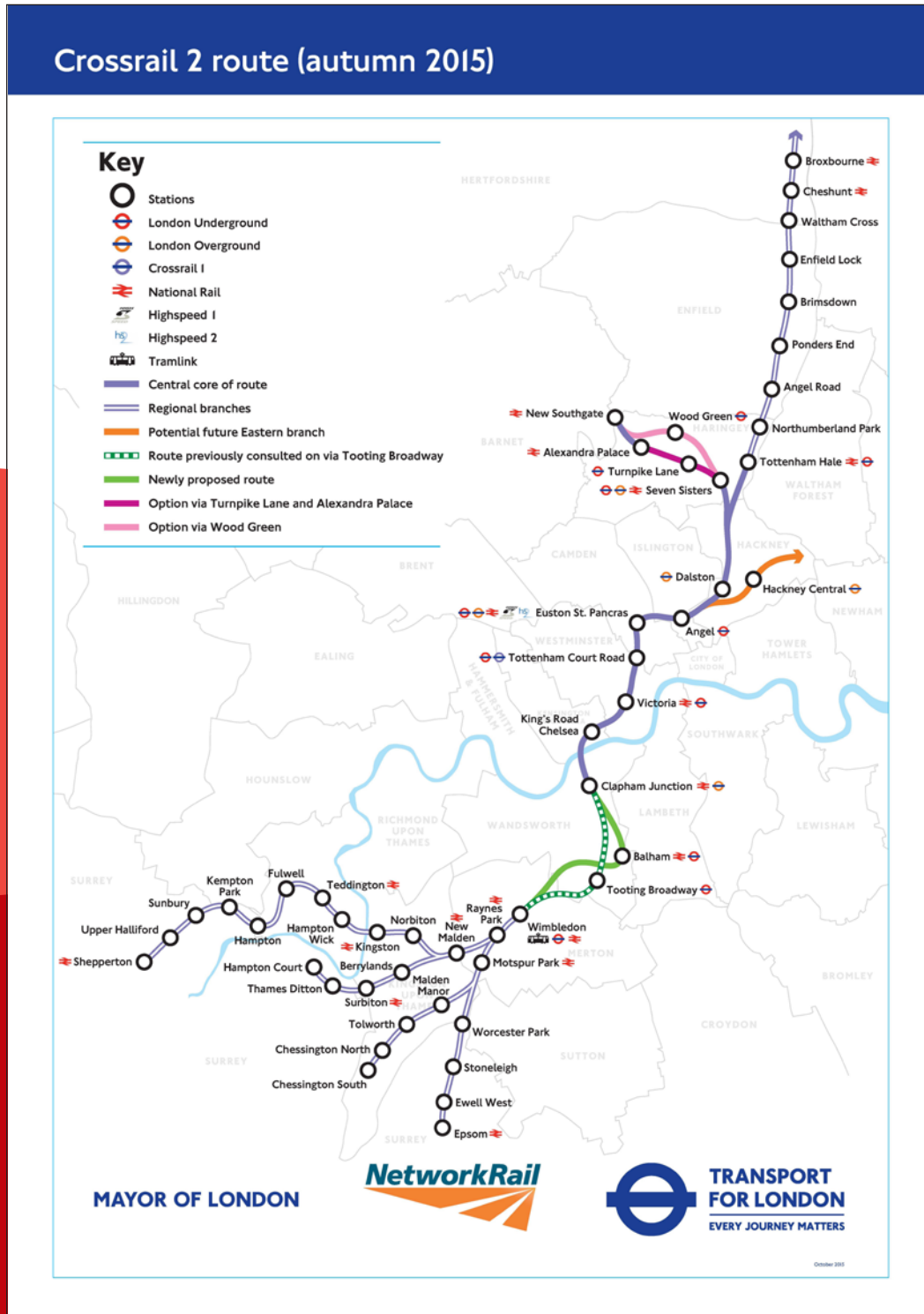
“It enjoys outstanding connections, not only to central London but also to Stansted Airport and Cambridge, while boasting parks, high streets and hidden treasures that offer a quality of life to match any in the capital.”



Crossrail 2

Up to five stations are planned for Haringey as part of Crossrail 2. This will not only improve the already-impressive journey times from the Tottenham and Wood Green areas to central London, but also act as a major driver of growth, development and regeneration around the stations.

The council is working closely with Transport for London and the Crossrail 2 Growth Commission to agree the best route and station configuration. This will ensure that the Borough has the right connections for the future to support growth, a priority for both organisations.



Property Portfolio

The council owns a substantial and diverse property portfolio within the Borough which includes residential estates, development sites, council occupied / civic assets and a commercial portfolio.

A portfolio of priority development assets has been identified for initial inclusion in the HDV, comprising large and medium sized estate renewal and brownfield development sites.

In addition a significant proportion of the council's commercial property portfolio will be included on inception. Set out below is detailed commentary on those development sites and the commercial assets that it is intended will be transferred on inception.

Wood Green Estate

Site area:

| Site | Address | Area/ha |
|-----------------------|---|---------|
| Haringey Civic Centre | High Rd, N22 | 1.1 |
| Station Road Offices | 225 Wood Green High Rd, N22; 10-48 Station Rd, N22; 40 Cumberland Rd, N22 | 0.9 |
| Library Site | Wood Green Library and Shopping Centre, Wood Green High Rd, N22 | 1.4 |

Existing Use:

Council offices, library, customer services and civic functions.

Proposed Use:

Together, these sites have potential for combining major residential development with much-needed commercial floorspace. The Library site will also have a vital role to play in redefining the way that the High Street links to the area to the west and to a potential Crossrail 2 station.

The emerging Area Action Plan, underpinned by the council's Investment Framework, will define the plans for these sites in the context of a wider vision, public realm strategy and economic plan for the area, all building on the transformational impact of Crossrail 2.

Council Vision:

The council has identified Wood Green as one of its two priority regeneration areas, alongside Tottenham. In January 2016, the council will start consultation on a draft Area Action Plan for the area – based on the evidence in its emerging Investment Framework – bringing together already identified potential for at least 4,600 new homes with a new look, feel and role for the town centre. The area will be significantly shaped by the transformational impact which Crossrail 2 promises to bring.

The council owns an extensive portfolio of assets within Wood Green's town centre, in three clusters at the Library, River Park House/ Station Road and the Civic Centre. With new plans emerging for the council's own accommodation, these unlocked development sites represent a major opportunity to exploit their town centre location and transport links, while driving regenerative change and defining the council's ambition for housing, employment, connectivity and public space.



Northumberland Park Regeneration Area

Site Area:

33.6 hectares within the Northumberland Park Ward, the majority of which is within council control.

Existing Use:

Predominantly housing (c 1,300 existing homes) with ancillary commercial and community uses.

Proposed Use:

This site offers the opportunity for thousands of new homes and the creation of a new, mixed and sustainable residential neighbourhood for London as part of a comprehensive estate renewal

programme. In February 2015, the council commissioned Fletcher Priest architects to produce a Strategic Masterplan Framework which shows the potential for a development scheme of 3,000+ new residential units.

Currently most of the housing estates in the area were designed in the 1950s and 1960s, which are ineffective in their uses of the urban space and have not encouraged thriving or sustainable neighbourhoods. Through redesigning and comprehensive redevelopment of the area, the current low density of housing could be replaced with not only an increase in homes but also the potential to create a higher standard of quality homes for a range of communities.

Council Vision:

The Tottenham Strategic Regeneration Framework (SRF) identifies the area as a place that has huge potential for new homes and jobs and identifies it as a site where estate renewal is most needed. Delivering growth, regeneration and improvement to Northumberland Park is a key priority for the council. The SRF also identifies that additional funding must be leveraged to generate this housing renewal by use of the council's public assets and Tottenham existing housing stock.

Northumberland Park has a number of advantages that could be maximised to fully realise the area's potential. It is close to a busy London High Road, planned to be on the Crossrail 2 line, next to two major regeneration and investment programmes at High Road West and the £400 million Tottenham Hotspur FC Stadium development, and close to the open spaces and waterways of the Lea Valley Park.

Development of Northumberland Park will complement the new commercial and leisure space being created at the Stadium development and will:

- Be a fantastic new residential destination for London, taking advantage of the new sports, health and wellbeing and leisure activities being created in north Tottenham;
- Deliver over 3,500 new high quality homes for a mix of incomes, tenures and lifestyles;
- Have a world class public space network, centered around new, active public and community space next to the new THFC stadium;
- Be home to mixed and sustainable communities and be a great place where people want to work, live and visit;
- Retain and enhance its diverse character and strong community identity; and
- Have a mix of urban and landscaped settings with improved access to a busy London High Road, the open spaces of the Lea Valley Park and better connections to the rest of London.



Cranwood Care Home and 102-116 Woodside Avenue, Muswell Hill N10

Site Area:

The site comprises two adjacent, separate parcels of land, located at the junction of Muswell Hill Road and Woodside Avenue N10 8NP, extending to 1.2 hectares.

Existing Use:

Former purpose built school and residential care home for the elderly built in the 1970s. In July 2011, the council approved that the care home should close in order to deliver budget savings.

Proposed Use:

The site is allocated for residential use and the council has commissioned Pellings to undertake a scheme option analysis to RIBA Stage 2. The options show that at the appropriate density the site can support c 65 new residential dwellings.

Council Vision:

The site is in the attractive residential area of Muswell Hill and has a prominent position on the corner of Woodside Avenue and Muswell Hill Road. The council is open to design solutions that meet the delivery objectives of maximum quantum of development, attractive public realm, high quality architecture and good value.

The council requires the development to deliver at least 50% affordable housing with a tenure split of 70% affordable rent and 30% intermediate housing.

Commercial Portfolio

The council owns a large commercial property portfolio comprising 146 assets (offices, industrial and retail) with a value of c £48 million, generating an annual gross income of £5.2 million.

The portfolio includes a mix of secondary and tertiary office, industrial and retail properties, offering various asset management and value improvement opportunities. The assets are located across the Borough.

| | Asset Valuation (Q2 2014) | % | No. of Assets | No. of Units |
|---------------|---------------------------|------|---------------|--------------|
| Total Value | 47,904,374 | | 146 | 532 |
| Tenure | | | | |
| Freehold | 42,798,268 | 89.3 | 137 | 414 |
| Leasehold | 5,106,106 | | 9 | 118 |
| Use | | | | |
| Shop | 20,458,025 | 42.7 | 54 | 194 |
| Industrial | 12,372,338 | 25.8 | 29 | 223 |
| Land | 3,695,984 | 7.7 | 27 | 42 |
| Office | 3,685,013 | 7. | 12 | 20 |
| Clinic | 3,348,571 | 7.0 | 3 | 3 |
| Residential | 3,100,737 | 6.5 | 10 | 32 |
| Community | 524,435 | 1.1 | 6 | 6 |
| Shop & Flat | 177,995 | 0.4 | 1 | 1 |
| Park | 105,983 | 0.2 | 2 | 2 |
| Misc | 435,293 | 0.9 | 2 | 9 |

Proposed Use:

The opportunity exists to rationalise the portfolio, improve the income profile and intensify employment uses. The portfolio could also be leveraged to facilitate and/or influence redevelopment opportunities, including opportunities for land assembly with other public sector landowners/creation of more comprehensive development sites.

Further Assets

The HDV will be structured with the flexibility for further assets to be included in the future as appropriate. Other development sites that may be offered at a later stage include:

- **Broadwater Farm Estate Improvement Area N17**
- **Leabank / Lemsford Close N15**
- **Park Grove (including Durnsford Road) N11**
- **Tunnel Gardens (including Blake Road) N11**
- **Turner Avenue / Brunel Walk N15**
- **Reynardson Court N17**
- **Demountables – Watts Close N15 and Barbara Hucklesbury N22**
- **Fred Morfill House, Bounds Green Road N11**
- **Land to the rear of Muswell Hill Library N10**
- **Land opposite the Crematorium, Great Cambridge Road EN1**
- **Commercial property adjacent to Clarendon Square N15**
- **Ashley Road Depot N19**

Haringey Development Vehicle

The HDV will be established between the council and its selected partner. This is based on the 50:50 form of a joint venture vehicle, for the specific purpose of carrying out regeneration and development.

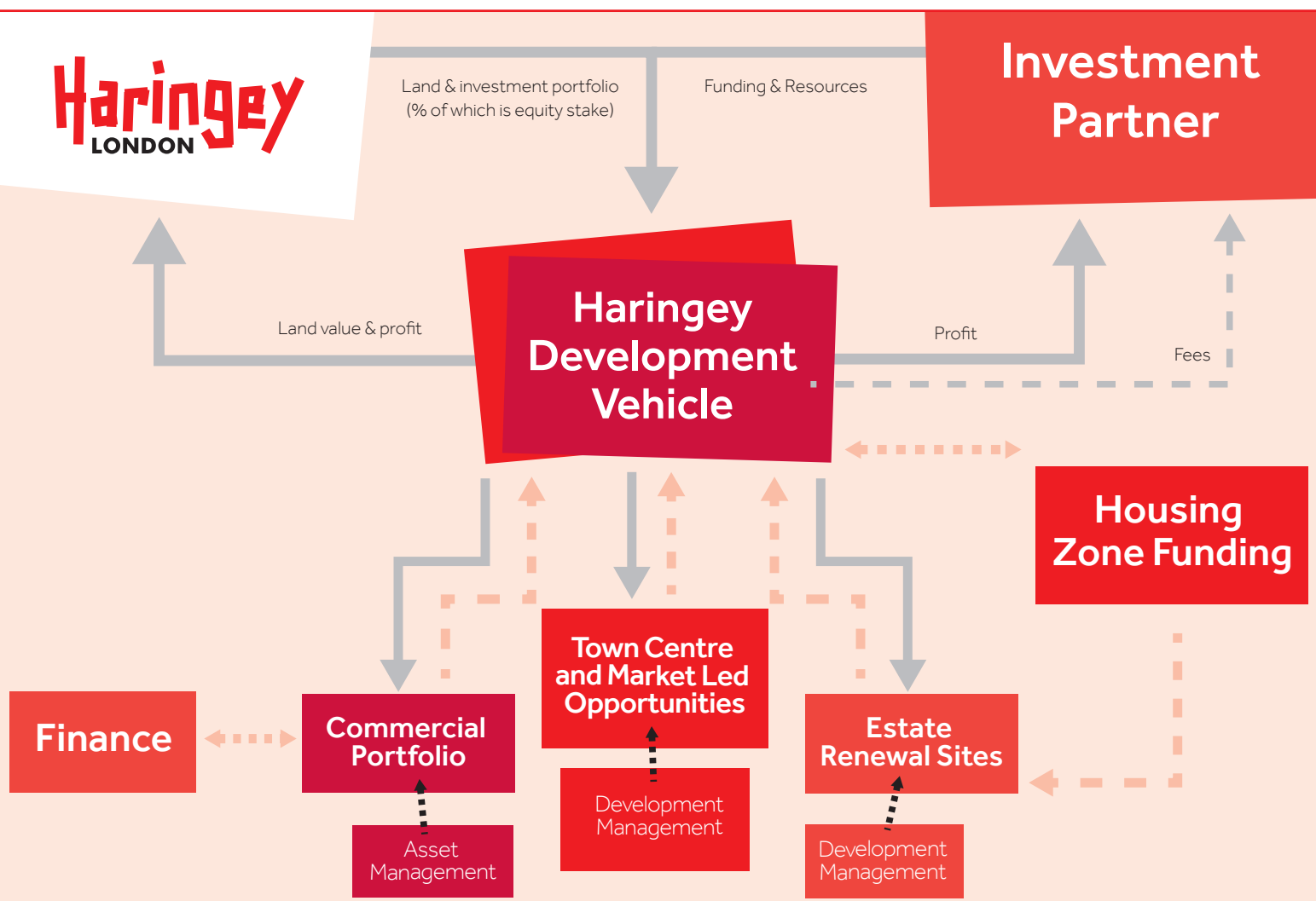
The key principles of this structure are set out below:

- **The HDV is established between the council and a private sector partner with each holding a 50% equity interest**
- **The HDV will be established as a long term vehicle, most likely for a period of 15 – 20 years with the option to renew if the partners elect to do so after the end of this period**
- **As equal stakeholders, the partners share the risks, rewards and controls**
- **The HDV may perform its activities through different subsidiary vehicles i.e. commercial portfolio, town centre and market led opportunities, estate renewal sites**
- **The private sector partner will provide, or secure the provision of, development management; asset management; fund management; management of residential accommodation; development/contractor services**
- **The services provider will receive fees for providing these services with remuneration based on incentivised targets**
- **The council will contribute development sites and the commercial portfolio to the HDV. In the case of the commercial portfolio, this could be by means of transfer on day one of establishment and, in the case of the estate renewal and development sites, future transfer subject to conditions precedent being satisfied**
- **TUPE is likely to apply. This will be explored at the next stage of the procurement process**
- **The development sites will be transferred on a long leasehold basis**
- **The council's commercial portfolio and land interests in the development sites will form its equity contribution**
- **The private sector partner will be required to input funding to match the council's equity interest and potentially other forms of funding to support development**
- **Profits are distributed equally between the partners following repayment of debt and interest**
- **The business plans of the HDV will enshrine the site and vehicle objectives**
- **The HDV will be expected to own, and secure high quality management of, the rented housing stock developed by the vehicle**

The council is seeking to establish the HDV as part of its work to implement its growth and regeneration strategy for the Borough, in particular by using the council's extensive commercial portfolio and key developable assets to assist in achieving its aims. The HDV's work will be rooted in the ambitions of the council's Corporate Plan, and the more detailed policies set

out in the Economic Development and Growth Strategy (adopted in January 2015), the Housing Strategy (due to be adopted in its final form in March 2016) and its place-specific plans for Tottenham and Wood Green. Critically, its work will take account not just of the imperative to develop homes and employment space, but also the wider social and economic elements of the council's vision for the Borough.

It is intended that the HDV will be able to apply tailored delivery mechanisms to unlock the council's development and commercial portfolios, whilst adopting a cohesive approach. The use of private sector funding and expertise will act as a catalyst in regenerating key areas in the Borough.



Timetable and Information

The council intends to follow a competitive dialogue process for the selection of its partner. This will involve the following stages:

- **Issue of notice in the Official Journal of the European Union (OJEU)**
- **Memorandum of Information and Pre-Qualification Questionnaire (PQQ)**
- **Invitation to Participate in Dialogue (ITPD) and Invitation to Submit Outline Solutions (ISOS)**
- **Invitation to Submit Detailed Solutions (ISDS) and Invitation to Submit Final Tenders (ISFT)**
- **Preferred Bidder Stage (PB)**

Pre-Qualification Questionnaire Stage

The main aim of this stage in the procurement process is to identify a long list of between six and eight potential Bidders to participate in the next stage of the procurement process. The long listing process will involve the council reviewing the information provided by Bidders in response to the Pre-Qualification Questionnaire. This document has been developed to test the financial, technical, organisational and operational capabilities of Bidders.

The selected long list will be invited to the next stage of the procurement process – the Invitation to Participate in Dialogue (ITPD) resulting in the submission of an Invitation to Submit Outline Solutions (ISOS) document. Please note, the council reserves the right to amend this number at its discretion depending upon the quality of submissions received.

Invitation to Submit Outline Solutions Stage

At the commencement of this stage, Bidders will be issued with an Invitation to Participate in Dialogue (ITPD) document, containing instructions and information for participation in this stage, and an Invitation to Submit Outline Solutions (ISOS) document, setting out response requirements. This stage has been developed to test Bidders' proposals and approach in respect of the opportunity, and will include opportunities for dialogue between the council and Bidders.

At the end of this stage, ISOS submissions made by Bidders will be evaluated against the evaluation criteria set out in the ITPD document, and it is intended that three parties will be taken through to the next stage. Please note, the council reserves the right to amend this number at its discretion depending upon the quality of submissions received.

Invitation to Submit Detailed Solutions Stage

At the commencement of this stage, Bidders will be issued with an Invitation to Submit Detailed Solutions (ISDS) document. This stage will include finalisation by Bidders of proposals and will include dialogue between the council and Bidders.

This stage will end with the issue of the Invitation to Submit Final Tenders (ISFT) document.

Invitation to Submit Final Tenders Stage

Final tenders submitted by bidders in response to the ISFT document will be evaluated against the criteria set out in the ISFT document.

Programme

The current programme sets out the following procurement timetable in this respect:

| Stage | Date |
|---|--|
| PIN | |
| Issue PIN | 30 November |
| OJEU, MOI and PQQ | |
| Issue OJEU Notice – MOI and PQQ | w/c 11 January 2016 |
| Bidder Briefing Day | 1 February 2016 |
| Return of PQQs | 22 February 2016 |
| Evaluation of PQQs | March 2016 |
| ITPD | |
| Issue ITPD and ISOS | 21 March 2016 |
| ISOS clarification sessions (3 anticipated per bidder) | w/c 4 April 2016 w/c 25 April 2016 w/c 23 May 2016 |
| Submission of ISOS responses | 8 June 2016 |
| Evaluation of ISOS responses | June 2016 |
| ISDS | |
| Issue ISDS | 4 July 2016 |
| ISDS bidder sessions | July 2016 / August 2016 / September 2016 |
| ISFT | |
| Issue ISFT | October 2016 |
| Submission of ISFT responses | October 2016 |
| Evaluation of ISFT responses | November 2016 |
| PREFERRED BIDDER | December 2016 |

The Bidder Briefing Day will be held on 1 February 2016 at River Park House (225 High Road, London N22 8HQ) and will include the following:

- **Welcome and Introduction to Haringey**
- **Haringey – The Place and the Transformation**
- **The Haringey Development Vehicle – Background and Concept (sites and opportunities)**
- **The Procurement Process – Approach, Dates and Contacts**
- **Questions**

Bidders will be required to confirm their attendance (including names of attendees) via the electronic Delta e-sourcing portal.

Please note the dates in the timetable are indicative only and the council reserves the right to change any or all of the dates as necessary at its absolute discretion. In the event of any such changes, the council will notify all Bidders.

The council reserves the right not to make any appointment following this process. All Bidders are responsible for their own costs and the council will not fund the costs of any Bidder in applying for this opportunity.

Project Team Structure

The project team is made up of a panel of senior council officers and professional advisors to support the council in the delivery of this opportunity.

The advisors to the council are:

- **Turnberry Real Estate: commercial**
- **Pinsent Masons LLP: legal**
- **Bilfinger GVA: property**

Information to be provided

All information available to Bidders at this stage is accessible through the Delta portal system.

Successful Bidders, following evaluation of the Pre-Qualification Questionnaire, will be given further access to the electronic data room at the ISOS Stage. The data room will provide further detailed project and site specific information.

Access will only be provided to successful Bidders upon the Bidder's agreement to the project terms and conditions and signing of a Confidentiality Agreement.

The electronic data room will be updated as and when required throughout the procurement process. Email alerts will automatically notify Bidders of any updates. However, Bidders should continually check the electronic data room to keep fully apprised of additional information uploaded on to it during the course of the selection process.

Please note any information provided in the MOI and PQQ documents available on the electronic Delta e-sourcing portal supersedes that provided within the hard copy versions available.

Enquiries

All enquiries regarding this project should be addressed through the Delta e-sourcing portal and should arrive no later than 17.00 hours on 17 February 2016.

All enquiries which are of a procedural nature or a request for additional information and are applicable to all Bidders will be circulated with answers to all Bidders.

Enquiries which we believe are of a commercially sensitive nature will be dealt with on an individual basis. The council and its advisors make no guarantee that such information can and will be made available. The council and its advisors will ensure that compliance is made in respect of principles of transparency and non-discrimination in responding to any enquiries.

Responses

Bidders who wish to be considered for selection as the strategic investment and development partner are required to complete and submit the Pre-Qualification Questionnaire together with all relevant supporting documents by 12.00 noon on 22 February 2016.

Bidders should note that responses should be in electronic format only through the Delta e-sourcing portal system. Instructions for submission are included within the Pre-Qualification Questionnaire.

Applicant details only

(for information only)

1.1 Bidder details

1.1.1 Full name of the Bidder completing the PQQ

1.1.2 Registered company address

1.1.3 Registered company number

1.1.4 Registered charity number

1.1.5 Registered VAT number

1.1.6 Name of immediate parent company

1.1.7 Name of ultimate parent company

1.1.8 Please indicate your trading status

- i) a public limited company Yes
- ii) a limited company Yes
- iii) a limited liability partnership Yes
- iv) other partnership Yes
- v) sole trader Yes
- vi) other (please specify) Yes

1.1.9 Please indicate whether any of the following classifications apply to you

- i) Voluntary, Community and Social Enterprise (VCSE) Yes
- ii) Small or Medium Enterprise (SME)¹ Yes
- iii) Sheltered workshop Yes
- iv) Public service mutual Yes

1.2 Bidding model

Please indicate whether you will

1.2.1 Deliver 100% of the key contract deliverables yourself Yes

1.2.2 Use third parties (key subcontractors) to deliver *some* of the services Yes

1.2.3 If you answer Yes to question 1.2.2 please provide details of your proposed bidding model as a separate appendix (using the template set out in Appendix 1) that includes members of the supply chain, the percentage of work being delivered by each sub-contractor and the key contract deliverables each sub-contractor will be responsible for.

1.2.4 Operate as a Managing Agent and will use third parties to deliver all (or substantially all) of the services Yes

1.2.5 If you answer Yes to question 1.2.4 please provide as a separate Appendix details of your proposed bidding model that includes members of the supply chain, the percentage of work being delivered by each sub-contractor and the key contract deliverables each sub-contractor will be responsible for.

1.2.6 Bidding as a consortium but not proposing to create a new legal entity Yes

¹ See EU definition of SME: <http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/>

1.2.7. If you answer Yes to 1.2.6, please provide:

- i) details of your consortium within a separate appendix to explain the alternative arrangements i.e. why a new legal entity is not being created.
- ii) consortium applications are also required to complete Appendix 2.

Please note that the Authority may require the Consortium to assume a specific legal form if awarded the contract, to the extent that it is necessary for the satisfactory performance of the contract

1.2.8 Bidding as a consortium and intend to create a Special Purpose Vehicle (SPV). Yes

1.2.9 If you answer Yes to 1.2.8, please provide:

- i) details of your Consortium (in a separate appendix) current lead member and intended SPV and provide full details of the proposed bidding model.
- ii) consortium applications are also required to complete Appendix 2

1.2.10 Any other bidding model not outline above Yes

1.2.11 If you answer Yes to 1.2.10, please provide:

- i) full details of the proposed bidding model as a separate Appendix
- ii) consortium applications are also required to complete Appendix 2.

1.3 Contact details

Bidder contact details for enquiries about this PQQ

1.3.1 Name

1.3.2 Postal Address

1.3.3 Country

1.3.4 Phone

1.3.5 Mobile

1.3.6 Email

1.3.7 Website

1.4 Licensing and registration

1.4.1 Registration with a professional body

If applicable, is your business (or any member of the consortium, if applicable) registered with the appropriate trade or professional register(s) in the EU member state where it is established (as set out in Annex XI of directive 2014/24/EU) under the conditions laid down by that member state). Yes

1.4.2 If you answer Yes to 1.4.1, please provide the registration number

1.4.3 Is it a legal requirement in the state where you are established for you to be licensed or a member of a relevant organisation in order to provide the requirement in this procurement? Yes

If you have answered Yes to 1.4.3, please provide additional details of what is required and confirmation that you have complied with this.

Policies And Financial Standing Assessment

(Pass / Fail)

Bidders are required to respond to each of the following questions, only compliant applications which have passed Stage 2, will have their Stage 3 submissions evaluated.

The Authority reserves the right to adjust the minimum requirements in accordance with Regulations and to reject responses from Bidders who are unable to meet them.

2. Grounds for mandatory exclusion

You (or any member of the consortium, if applicable) 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 (or any member of the consortium, if applicable) have answered "yes" to question 2.2 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 (or any member of the consortium, if applicable) is in that position please provide details using a separate Appendix. You may contact the Authority for advice before completing this form.

2.1 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.

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;

Yes No

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;

Yes No

c) the common law offence of bribery;

Yes No

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;

Yes No

e) any of the following offences, 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:

Yes No

- | | |
|--|---|
| <p>(i) the offence of cheating the Revenue;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>(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;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |
| <p>(ii) the offence of conspiracy to defraud;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>f) any offence listed—</p> |
| <p>(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;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>(i) in section 41 of the Counter Terrorism Act 2008; or</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |
| <p>(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;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>(ii) in Schedule 2 to that Act where the court has determined that there is a terrorist connection;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |
| <p>(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;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>g) any offence under sections 44 to 46 of the Serious Crime Act 2007 which relates to an offence covered by subparagraph (f);</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |
| <p>(vi) an offence in connection with taxation in the European Union within the meaning of section 71 of the Criminal Justice Act 1993;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>h) money laundering within the meaning of sections 340(11) and 415 of the Proceeds of Crime Act 2002;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |
| <p>(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;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>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;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |
| <p>(viii) fraud within the meaning of section 2, 3 or 4 of the Fraud Act 2006; or</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>j) an offence under section 4 of the Asylum and Immigration (Treatment of Claimants etc.) Act 2004;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |

k) an offence under section 59A of the Sexual Offences Act 2003;

Yes No

l) an offence under section 71 of the Coroners and Justice Act 2009
*as repealed by the Modern Slavery Act 2015

Yes No

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

Yes No

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

Yes No

(ii) created, after the day on which these Regulations were made, in the law of England and Wales or Northern Ireland.

Yes No

2.2 Non-payment of taxes

2.2.1 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 (or any member of the consortium, if applicable) is in breach of obligations related to the payment of tax or social security contributions?

Yes No

2.2.2 If you (or any member of the consortium, if applicable) have answered Yes to this question, please use a separate Appendix to provide further details. Please also use that 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?

3. Grounds for discretionary exclusion

The Authority may exclude any Bidder (or any member of the consortium, if applicable) who answers 'Yes' in any of the following situations set out in paragraphs (a) to (j);

3.1.1 Within the past three years, please indicate if any of the following situations have applied, or currently apply, to your organisation (or any member of the consortium, if applicable).

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;

Yes No

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;

Yes No

- c) your organisation is guilty of grave professional misconduct, which renders its integrity questionable;
- Yes No
- d) your organisation has entered into agreements with other economic operators aimed at distorting competition;
- Yes No
- 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;
- Yes No
- 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;
- Yes No
- 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;
- Yes No
- 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
- Yes No
- ii. has withheld such information or is not able to submit supporting documents required under regulation 59 of the Public Contracts Regulations 2015; or
- Yes No
- i) your organisation has undertaken to:
- i. unduly influence the decision-making process of the contracting authority, or
- Yes No
- ii. obtain confidential information that may confer upon your organisation undue advantages in the procurement procedure; or
- Yes No
- j) your organisation has negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award.
- Yes No

3.2 Conflicts of interest

In accordance with question 3.1.1 (e), the Authority may exclude the Bidder 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 Bidder 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 Bidder.

3.3 Taking Account of Bidders' Past Performance

3.3.1 In accordance with question 3.1.1 (g), the Authority may assess the past performance of a Bidder (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 Bidder 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. Bidder selection, tender evaluation, contract award stage etc.). Bidders may also be asked to update the evidence they provide in this question to reflect more recent performance on new or existing contracts (or to confirm that nothing has changed).

3.4 'Self-cleaning'

3.4.1 Any Bidder (or any member of the consortium, if applicable) that answers 'Yes' to any part of 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 Bidder (or any member of the consortium, if applicable) 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 Bidder 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 Bidder 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 Bidder shall be given a statement of the reasons for that decision.

4. Economic and Financial Standing

The consortium member providing the equity commitment must be able to demonstrate that it can meet the financial requirements set out below

However, Bidders should note that all members of the Consortium are required to submit a response to each question within this Section 4.

- 4.1.1 Please provide in a separate appendix one of the following to demonstrate your economic/financial standing;
- 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 last three years 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
- 4.2. Please provide details of your annual turnover and net assets after tax for the past 3 financial years. The Authority requires that the Bidder is able to evidence:
- i) Turnover of at least £25 million per annum each year for the last two years; and ii) its current net assets have been valued at least £100 million per annum within its accounts each year for the last two years.

Where the Bidder is not able to demonstrate it is able to meet one or either of these requirements, the Bidder is invited to provide details of alternative means of guaranteeing financial performance within a separate Appendix.

- 4.3.1 Please provide details of current banking facilities (including any covenants attached) and levels of drawdown as at the date of response, together with any commentary you wish to provide on your current debt and drawdown position:
- 4.3.2 Please provide confirmation as to whether the Bidder has met the terms of its banking

facilities and loan agreements (if any) as they fall due during the past year. If not met, please provide details including the reasons for this arising and set out what remedial action has been taken.

- 4.3.3 Confirmation as to whether the Bidder has met all its obligations to pay its creditors and employees as they fall due during the past year. If not met, please provide details including the reasons for this arising and set out what remedial action has been taken.

The Authority reserves the right to request any further additional information following analysis of the financial information provided.

- 4.3.4 **The Bidder will be required to provide a financial and/or performance guarantee as principal obligor in relation to those obligations required to be guaranteed under the suite of contracts to be entered into by the successful Bidder. Please confirm that you would be willing to provide such a guarantee. (Where the 'Bidder' is a consortium, one or more of the members which have passed the financial assessment must indicate whether those parties would be willing to provide such a guarantee).**

Yes No

5. References

- 5.1.1 Bidders must provide details of two referees (each consortium member to provide two referees).

The referees must relate to the case studies provided in response to question 10.

Please confirm the following contact details of your referees who the Authority can contact for further information if required (please repeat for each consortium member, if the 'Bidder' is a consortium). The Authority reserves the right to call upon these references at any point during the procurement process:

- Name of customer organisation
- Point of contact in customer organisation
- Position in the organisation
- E-mail address

6. Insurance

6.1 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:

6.1.1 Employer's (Compulsory) Liability Insurance = £10 million per occurrence
 Yes No

6.1.2 Public Liability Insurance = £10 million per occurrence
 Yes No

6.1.3 Professional Indemnity Insurance = £5 million per occurrence
 Yes No

7. Compliance with equality legislation

For organisations working outside of the UK please refer to equivalent legislation in the country that you are located

7.1.1 Please self-certify that your organisation (or any member of the consortium, if applicable) has a Equality Policy that complies with current legislative requirements
 Yes No

7.1.2 In the last three years, has any finding of unlawful discrimination been made against your organisation (or any member of the consortium, if applicable) by an Employment Tribunal, an Employment Appeal Tribunal or any other court (or in comparable proceedings in any jurisdiction other than the UK)?
 Yes No

7.1.3 In the last three years, has your organisation (or any member of the consortium, if applicable) 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 of alleged unlawful discrimination?
 Yes No

7.1.4 If you (or any member of the consortium, if applicable) have answered "yes" to 7.1.2 or 7.1.3 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.

If the investigation upheld the complaint against your organisation (or any member of the consortium, if applicable), please use an Appendix to explain what action (if any) you have taken to prevent unlawful discrimination from reoccurring.

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.

7.1.5 If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations?
 Yes No

8. Environmental Management

8.1. Please self-certify that your organisation (or any member of the consortium, if applicable) has an Environmental Policy that complies with current legislative requirements

Yes No

8.1.2 Has your organisation (or any member of the consortium, if applicable) 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)?

Yes No

8.1.3 If you answered Yes to 8.1.2, 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.

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.

8.1.4 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?

Yes No

9. Health and Safety

9.1.1 Please self-certify that your organisation (or any member of the consortium, if applicable) has a Health and Safety Policy that complies with current legislative requirements

Yes No

9.1.2 Has your organisation (or any member of the consortium, if applicable) 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?

Yes No

9.1.3 If you answered Yes to 9.1.2, please provide in a separate Appendix details of any enforcement/remedial orders served and give details of any remedial action or changes to procedures you have made as a result

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.

9.1.4 If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations?

Yes No

Stage 3: Technical Assessment

(Weighted And Scored)

10. Project Examples

For questions 10.1.1-10.1.4 below please provide details of example projects in which your organisation has had a significant involvement, to include the following:

- Description and location details;
- Project commencement and completion date; (where applicable);
- Structure detail;
- Quantum, sources and terms of funding;
- Details of role undertaken;
- Specific reference to the roles and responsibility of Key Personnel
- Names and details of other partners involved;
- Relevance to the opportunity proposed by the Council;
- Key challenges and how these were addressed; and
- Identify what the objectives of the project were and whether they were successfully delivered to date (e.g. jobs created, housing units delivered).

Project examples should be on-going or completed within the last 5 years. Consortium Bidders should indicate to which member of the consortium the example relates and the nature of the consortium member involvement.

10.1.1 The Bidder should provide three examples demonstrating its experience of delivering complex, mixed-use regeneration and estate renewal development projects in partnership with the public sector (including development management experience)

and in fulfilling public sector objectives and outputs indicating performance against programme (responses should be no more than five sides of A4, font size 12).

10.1.2 The Bidder should provide three examples demonstrating its experience of working in partnership with public sector and/or private sector organisations, stakeholders and local strategic partners in joint venture / delivery vehicle structures. This should demonstrate the Bidder's approach to long term partnerships; understanding / experience of joint venture / delivery vehicles; and understanding of the requirements of the public sector in establishing and operating such structures, including any workforce issues (responses should be no more than five sides of A4, font size 12).

10.1.3 The Bidder should provide three examples demonstrating its experience of funding or procuring funding (in relation to specific projects); managing (fund management) funding to facilitate regeneration and development projects; and leveraging investment / funding at the early stages of a project to facilitate a portfolio of development (responses should be no more than five sides of A4, font size 12).

10.1.4 The Bidder should provide three examples demonstrating its experience of managing (asset management experience) investment portfolios, including experience of maximising the rental income and the value of the portfolio and exceeding budget targets and estate management performance indicators (responses should be no more than four sides of A4, font size 12).

11. Structure and Capability

Where the 'Bidder' is a consortium, the Authority requires only one response to each question within this section 11 on behalf of the consortium. However, where referring to previous experience, the Bidder should indicate to which member of the consortium the example relates.

11.1.1 Structure

Please give details of the structure of the Bidder (i.e. the legal entity that will be contracting with the Authority) by way of an organogram to be provided as a separate document. If the 'Bidder' is a consortium, please indicate the names of the key individuals of each consortium partner and provide a description of the relationship between the consortium members.

The Bidder should explain which skills are provided from within its own organisation (or consortium if bidding as a consortium) and which are provided from other organisations and how they are sourced (e.g. external parties/sub-contractors).

Where the 'Bidder' is a consortium, please clearly indicate in the organogram which role each Consortium member will take.

Responses should not exceed two sides of A4 font size 12.

11.1.2 Capability

The Authority wishes to obtain an understanding of the technical skills of the Bidder, in particular in relation to the staff which are involved in the delivery of property development projects. The Bidder should provide (as a separate document), a summary CV providing the following information:

- names of members of staff which have prior experience of delivering property development and estate renewal projects ("Key Personnel");
- details of the qualifications and relevant experience of the Key Personnel.

Responses should not exceed four sides of A4 paper font size 12 in total (i.e. responses should not be submitted as separate CVs)

12. Economic and Social Benefits

Where the 'Bidder' is a consortium, the Authority requires only one response to each question within this section 12 on behalf of the consortium. However, where referring to previous experience, the Bidder should indicate to which member of the consortium the example relates.

12.1.1 From the examples you have provided or from other projects and schemes undertaken, please give details of how you have provided or facilitated social and economic benefits for the communities involved, and of the results and outcomes of those activities. As part of this please indicate how you have delivered new employment opportunities, skills training, support to business, contribution to education, improvements in care and health, community capacity building and engagement and any other social or economic benefit that you believe demonstrates your skills in this area. Responses should not exceed two sides of A4 font size 12.

12.1.2 The Authority will be interested in project examples you consider to be particularly innovative, and those that demonstrate your ability to work effectively with key stakeholders involved in those projects including (but not limited to) providers, agencies, charities and funders. Responses should not exceed two sides of A4 font size 12.

13. Environmental Sustainability

13.1.1 Please give details of how you have addressed issues of environmental sustainability in completed or in-progress projects. Please provide details of your measures for ensuring ethical sourcing and sustainability throughout your supply chain. Please give examples of your experience of developments that aim towards carbon neutral status.

Please cross refer your response to the case studies given in the answer to question 10 above.

Responses should not exceed two sides of A4 font size 12.

14. Quality and Design and Quality Management

14.1.1 From the examples provided in question 10, please describe the approach that you have taken to delivering high- quality architecture and urban design which is integrated to the existing context and creates a sense of place including the delivery of high quality public realm. Responses should not exceed two sides of A4 font size 12.

14.1.2 What challenges have you faced in achieving high quality design and how have they been overcome? In particular, please state where you have overcome site constraints or delivered new or altered operational assets. Please cross refer to the examples given in the answer to question 10 above. Responses should not exceed two sides of A4 font size 12.

14.1.3 Please provide details of your quality attestation registrations (if any) for example under ISO9001 or equivalent. Responses should not exceed one side of A4 font size 12.

14.1.4 Please provide details of how you have approached contract and project management, and service delivery. Please also provide details of the person who is responsible for quality standards. Responses should not exceed two sides of A4 font size 12.

15. Declaration

I declare that to the best of my knowledge the answers submitted to these questions are correct. I understand that the information will be used in the selection process to assess my organisation's suitability to be invited to participate further in this procurement, and I am signing on behalf of

(Insert name of Bidder).

I understand that the authority may reject my submission if there is a failure to answer all relevant questions fully or if I provide false/misleading information. I have provided a full list of any Appendices used to provide additional information in response to questions.

I also declare that there is no conflict of interest in relation to the Authority's requirement.

PQQ COMPLETED BY

Name

Role in organisation

Date

Signature



Turnberry



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Haringey
LONDON