



Invitation to tender for a Cleaning Contractor



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Part A – Employers Information

1. Introduction

The Broads Authority is a Special Statutory Authority established under the Norfolk and Suffolk Broads Act 1988 with very similar responsibilities to those of the English National Park Authorities. The Authority has a duty to manage the Broads and is the local planning authority for the area and a harbour and navigation authority. The Broads executive boundary is drawn tightly around the lower reaches of the rivers Bure, Yare and Waveney and their tributaries the Thurne, Ant, Wensum and Chet.

The Broads Authority operates from a number of bases which require regular cleaning.

Broads Authority ('the Authority') is seeking a suitably qualified and experienced contractor to undertake cleaning services at its key sites. These sites are listed within section 4.

1.1. Timeframe

The contract will commence on **7 July 2025**. The initial contract will be for a three-year term with the option to extend for up to a further 24 months.

1.2. Project Manager Contact details

Any questions regarding these documents and the specific requirements of the Authority must be made in writing by emailing queries to Daniel Wilken, Asset Officer, daniel.wilken@broads-authority.gov.uk

2. Insurance requirements

The Authority expects the successful tenderer to hold adequate insurance. For this contract it is expected that this will include:

Insurance Type	Minimum level of indemnity
Public Liability	£5,000,000
Employee Liability	£5,000,000

Where a tenderer does not currently hold the requested level of insurance the cost of this can be added to your tender. If the contract is awarded on this basis confirmation will be required that it has been put in place for the duration of the contract.

3. Form of Contract and Conditions

3.1. The form of agreement is a services.

4. Specification

4.1. The Authority is looking for a contractor to undertake cleaning at its main sites across the Broads area. These sites are:

- Head Office – Yare House, 62-64 Thorpe Road, Norwich, NR1 1RY
- Dockyard – Griffin Lane, Thorpe St Andrew, NR7 0SL
- Island Cottage – Common Lane, Beccles, NR34 9BX
- Acle Bridge Public Toilets – Acle, NR13 3AT

Yare House

4.1.1. Daily cleaning of all reception, general office, kitchens, break out and meeting rooms to include:

- i. Vacuuming of all floor areas.
- ii. Cleaning of all meeting room tables and tables in the reception area and staff breakout area.
- iii. Cleaning of kitchen sinks and worktops in two kitchen/kitchenette areas, with the provision of two clean tea towels in each area.
- iv. Removal of all general, food and recycling waste to the Building's separate waste skips at the rear of the building (excluding confidential and paper waste which will be dealt with under a separate contract).
- v. Cleaning of all door handles/push panels, including handles for kitchen units and fridges.
- vi. Weekly cleaning of all clear exposed surfaces below head height, including office desks (if cleared), monitors, telephones, storage units and windowsills, to commence within one week of the contract commencement.
- vii. Fortnightly cleaning of two fridge units, to commence within two weeks of the contract commencement.
- viii. Quarterly cleaning of all clear exposed unit surfaces above head height to commence within three months of the contract commencement.
- ix. Quarterly meetings with the Broads Authority to review the level of cleaning against the contract (or more frequently if the contract level of cleaning is not being performed), to commence within three months of the contract commencement.
- x. Six monthly cleaning of internal windows, the first cleaning to be undertaken six months after the contract commencement.
- xi. Ad-hoc additional general cleaning requirements above those mentioned above.
- xii. Cleaning should be conducted between the hours of 16:30 and 19:00 on normal weekdays (excluding bank holidays) to avoid disruption to staff unless previously agreed with the Broads Authority.

There is no requirement to clean toilets or core areas of the Yare House building as these undertaken through the Landlord's contract.

Dockyard

4.1.2. Three times a week, preferably Monday, Wednesday and Friday within lobbies, reception, stairs, kitchen, office, meeting room, toilets and welfare unit all included. The list below will be completed at each visit, unless a different frequency is indicated.

- i. Vacuuming of all floor areas.
- ii. Cleaning of all tables in all office rooms, meeting rooms, kitchen area and the welfare unit.
- iii. Cleaning of both kitchen areas including sinks, taps, worktops, handles for kitchen units and fridges.
- iv. Removal of general and recycling waste from designated bins to the buildings waste skips, situated within the dockyard (excluding confidential waste, food waste and soft plastics for recycling).
- v. Cleaning of all door handles/push panels throughout downstairs lobby, reception floor level, all first-floor rooms and the welfare unit.
- vi. Washing of all hard flooring in general lobby areas, kitchen, toilets, hallways and all rooms in the welfare unit.
- vii. The toilet areas require cleaning of sink, taps, toilet bowls, urinals and the surrounding walls.
- viii. Weekly cleaning of all clear exposed surfaces below head height, including office desks (if cleared), monitors, telephones, storage units and windowsills, in all reception floor and first floor rooms and the welfare unit, to commence within one week of the contract commencement.
- ix. Fortnightly cleaning of two fridge units (first floor kitchen and welfare unit), to commence within two weeks of the contract commencement.
- x. Fortnightly cleaning of the shower area, including floor, shower tray and shower screen
- xi. Ad-hoc additional cleaning requirement above those mentioned above, but not likely to be more than once every six months (internal and external windows, carpet deep cleans, desks, fridges and exposed surfaces above head height) will be requested separately at a spot price supplied.
- xii. Cleaning should be conducted between the hours of 08:30 and 15:30 on normal weekdays (excluding bank holidays) to avoid disruption to staff unless previously agreed with the Broads Authority.

Tea towels, hand towels and blue paper rolls will not form part of this tender and are supplied outside of this contract at the Dockyard.

Island Cottage

4.1.3. A 4-hour slot every two weeks to include the cottage floors, toilet, surfaces & windowsills and the main workshop floor and surfaces

Acle Bridge Toilets

4.1.4. A once weekly clean to the public toilets to include sinks, taps, toilet bowls, urinals, surrounding walls and floors.

Ad-hoc cleaning at other sites

4.1.5. There maybe on occasions a requirement to clean at other sites. Contractors should they be interested in cleaning other sites and provide hourly rates.

Cleaning Product Specifications

4.1.6. All cleaning products used must:

- Be certified as environmentally friendly, meaning they have minimal impact on water, soil, and air.
- Meet UK health and safety standards to ensure safe use by all cleaning staff.
- Be free from harmful chemicals, specifically:
 - No sprays with hydrocarbon propellants (e.g., aerosol cans that release gases).
 - No paradichlorobenzene (a toxic chemical sometimes used in air fresheners or deodorizers).
 - No alkylphenol ethoxylates (APEs), which are harmful to aquatic life.

Note for Non-Chemists: If you're unsure whether a product contains these substances, ask your supplier for a Safety Data Sheet (SDS) and check the ingredients list, or choose products with an eco-label certification which is recognised in the UK (e.g., EU Ecolabel, Nordic Swan, Cradle to Cradle Certified® or Blue Angel).

4.1.7. Products for Toilet and Sink Cleaning

4.1.8. At the Dockyard and Island Cottage, which are connected to a package treatment plant for the treatment of sewage and wastewater:

- Products must be clearly labelled as "septic tank safe". This means they break down easily and won't harm the bacteria that treat the sewage.
- Products must be stated as phosphate-free, not just environmentally friendly.
- Phosphates contribute to water pollution by promoting algae growth in rivers and lakes.

5. Site Information

5.1. Site visits are scheduled for Monday 2 June 2025 as follows:

- Yare House 9-11:00
- Dockyard 11:30-13:30
- Acle Toilets 14:30-15:30
- Island Cottage 16:30-17:30.

6. Contract management

In order to ensure that the contract operates in a successful and efficient way, as well as delivering all outcomes described in this specification to the correct standards, the contractor will be required to communicate on a regular basis with the Authority to monitor performance, reporting and consistency of the data.

Ref	Requirement description
1.0	Quarterly email reports.
1.1	Six monthly meetings with the Broads Authority to review the level of cleaning against the contract (or more frequently if the contract level of cleaning is not being performed), to commence within three months of the contract commencement.

7. Tender submission

All tenders must be returned to the Broads Authority as per the instructions below and arrive not later than **17 June 2025 17:00**. Tenderers should note that the questions and responses raised during the clarification period will be anonymised and shared with other Tenderers on the Authority's website.

Contact by any person acting in the name of the prospective contractor with any employee of the Authority other than those mentioned in this ITT will be grounds for the Authority to terminate the tender process for that supplier.

Tenders must be returned to: tenders@broads-authority.gov.uk

Email subject must read "Invitation to tender for **Cleaning Services**"

Do not copy in the person named in section 1.2 as this will invalidate your tender.

Please note that this mailbox is not monitored and will only be reviewed after the closing date. Suppliers will receive an automatic notification to confirm receipt.

No extensions to the closing date for Tenders can be granted. However, the Authority may at its discretion extend the closing date and time specified.

The Authority will not accept any responsibility if any tender is unable to be submitted by the deadline unless it can be evidenced that there is a problem with the Authority's IT system.

Qualified tenders or tenders bearing any unauthorised alteration or addition to the form of tender or any other tender documents may be rejected by the Authority.

8. Tender timetable

The following dates are applicable to this tender:

Activity	Estimated Dates
Publication of Invitation to Tender	19 May 2025
Site visits/Demonstration of product/system	2 June 2025
Clarification period starts	20 May 2025
Clarification period closes	6 June 2025
Deadline for the Authority to publicise responses to Tender Clarification questions	10 June 2025
Deadline for submission of Tender	17 June 2025 17:00
Notification of successful/unsuccessful tenders	23 June 2025
Start of standstill period	23 June 2025
Contract Commencement	7 July 2025

This timetable is indicative only. The Authority may amend at its discretion.

9. Evaluation of Tenders

Tenders will be evaluated using a method known as MAT (most advantageous tender). A panel of the Authority's Officers will undertake the evaluation process. The Authority will consider both quality and price in the evaluation of tenders. These reflect the relative importance and are scored as follows:

Criteria	Maximum Score Available
Price (excluding VAT)	60
Technical specification and quality control	20
Trade references	10
Social Value	10
Total	100

The full evaluation methodology breakdown and the factors to be considered in judging the award criteria are set out below.

Price - The calculation that will be used is as follows:

Score = Lowest Tender Price/Tender Price x 60 (maximum mark available)

Technical specification and quality control – Where there is an exact match the maximum score will be awarded. Where the match is 80% the score will be 16, 60% the score will be 12, 40% the score will be 8.

Trade references – Where both trade references are received the maximum score will be awarded. Where only one is received the score will reduce to 5.

Social Value – Where five statements or policies are provided the maximum score will be awarded, this will be reduced by 2% for each area not covered.

The Potential Provider that achieves the highest total score will be awarded the Contract.

If two or more Potential Providers obtain the highest total score, the Potential Provider with the highest score for the Price element will be deemed the winner and awarded the Contract.

If the Authority receives only one Tender, the Potential Provider will be awarded the Contract provided that they meet the Minimum Total Score of 70.

No tender will be considered unless the potential supplier has submitted a full proposal including the completed forms in Part B within this tender document.

The Authority will advise each Tenderer whether its tender has been successful or not. Once the standstill period has passed the successful tender will be recorded on Contracts Finder.

10. General requirements

This document is split into two sections Part A, the Broads Authority (Employer) information on the tender and Part B, the information required from prospective Tenderers. **Tenderers must comply with these instructions.** They are designed to ensure that all tenders are treated equally and fairly and to comply with all legal requirements for public sector procurement. Failure to comply with these instructions and conditions may invalidate your tender.

The Tender documents are and shall be the property of the Authority and will not be copied or reproduced in whole or in part, save as is necessary to enable you to complete the Tender and must be returned to the Authority when requested to do so.

11. Procurement process and tender procedures

11.1. Tenderers' responsibilities

All tenderers are required to read these instructions before submitting a tender as referred to below. The Authority will assume that Tenderers are fully aware of the contents of these instructions and that unless queries are raised by Tenderers they are fully satisfied and have no queries upon them. The Authority will not entertain any claims for compensation arising from the neglect or failure of any Tenderer to comply.

Information supplied to Tenderers by the Authority is supplied for general guidance only. Tenderers must satisfy themselves by their own investigations about the accuracy of such information and no responsibility is accepted by the Authority for any inaccurate information obtained or for any loss or damage of whatever kind and howsoever caused arising from the use of such information.

It is the responsibility of Tenderers to obtain for themselves at their own expense all information necessary for the preparation of their tender. All works of investigation and preparation of tenders shall be carried out at the Tenderers' cost.

The Invitation to Tender and any other information issued by the Authority relating to the services shall be treated by you as confidential and shall not be disclosed in whole or in part to any third party without the prior consent of the Authority other than for obtaining sureties, guarantees or quotations.

11.2. Pricing

Tenderers shall provide fixed price annual rates in relation to the contract. Prices are to include installation, transport, equipment, materials and consumable supplies necessary for the full and proper completion of the contract obligations as described. All overheads and profit charged to this contract to be included in these prices. Prices are to be exclusive of VAT.

Tender prices will remain fixed for the first year of the contract period and thereafter may be subject to an adjustment on the anniversary of the commencement date of the contract to reflect changes in labour and materials costs (the Adjustment Percentage). The contractor must make written application with evidence to the Authority at least 8 weeks prior to the anniversary of the commencement date regarding any proposed upwards or downwards adjustment to the rates. Application for upward adjustments will be capped using the CPI taken at the immediately preceding September with the contract commencement date as the base start date.

11.3. Rates for ad-hoc work

These rates are those that will be charged for works over and above the specified standard servicing or ad-hoc work, only requested by the Authority.

The Tenderer is to complete this section of the pricing schedule to give an inclusive rate per hour.

The labour rates will be fixed for the first year of the contract period and thereafter may be subject to an adjustment on the anniversary of the commencement date of the contract to reflect changes in labour. The contractor must make written application to the Authority at least 8 weeks prior to the anniversary of the commencement date regarding any proposed upwards or downwards adjustment to the rates. Application for upward adjustments will be capped at the rate of CPI taken at the immediately preceding September.

Travelling costs are deemed as included within the tendered rates and shall not be chargeable at any time. Only time spent on site shall be chargeable. Mileage rates are deemed as included within the tendered rates and shall not be chargeable at any time.

11.4. Basis of the Tender

All prices quoted in the tender and any supporting documents must be in pounds sterling and must be exclusive of VAT and must include the cost of delivery, packaging, and any additional related costs to the place(s) specified by the Authority. If requested the Authority will return packaging at the Tenderer's expense.

Tenderers are required to keep tenders and prices valid for acceptance for a period of 60 days from the closing date for receipt of tenders. A Tender with a shorter validity period may be rejected.

The Tenderer shall bear all costs expenses and liabilities incurred in connection with the preparation and submission of the Tender.

11.5. Arithmetic accuracy of the Tender

If the Authority suspects that there has been an error in the pricing of the Tender it reserves the right to seek such clarification as it considers necessary from the Tenderer only.

It is the responsibility of the supplier to check that all unit rates and other information entered in the cost templates are accurate. If any errors in the unit rates or in the totals are detected the tenderer will be afforded the opportunity to either:

- to confirm in writing and accept the error if it is in the Authority's favour; or
- to correct the error(s) and to revise the tender downwards. Any revisions must be confirmed in writing; or
- to withdraw the tender. This must be confirmed in writing.

Any item for which no unit rate is entered in the appropriate column will be treated as if it is free of charge.

11.6. The Tender

The Tender shall be submitted in accordance with these Instructions to Tenderers. The Authority may reject any tender not complying in any particular matter and its decision in that regard shall be final.

All relevant tender forms for completion can be found in Part B on pages 17 to 25, shall be signed and submitted with all other documents comprising the Tenderers Tender.

The Authority reserves the right to amend any information or the Specification contained within the invitation to tender at any point prior to the award of contract. Such amendments will be notified to the contractor within a period of 5 days.

The Authority reserves the right not to award a contract subsequent to this tender and may accept or reject the whole or any part of a tender. The Authority does not bind itself to accept any tender and will not accept responsibility for any expense or loss which may be incurred by any potential supplier in the preparation of the tender.

The Authority reserves the right to make all or any bids received available for inspection by the Office of Fair Trading or any other regulatory body.

Any Tenderer who:

- fixes or adjusts the amount of its Tender by or in accordance with any agreement or arrangement with any other party; or
- communicates to any party other than the Authority or, as applicable, relevant other commercial body, the amount or approximate amount of its proposed Tender or information which would enable the amount or approximate amount to be calculated (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the Tender or insurance or any necessary security); or
- enters into any agreement or arrangement with any other party that such other party shall refrain from submitting a Tender; or
- enters into any agreement or arrangement with any other party as to the amount of any Tender submitted; or
- offers or agrees to pay or does pay or give any sum or sums of money, inducement or valuable consideration directly or indirectly to any party for doing or having done or causing or having caused to be done in relation to any other Tender or proposed Tender, any act or omission,
- may (without prejudice to any other civil remedies available to the Authority and without prejudice to any criminal liability which such conduct by a Tenderer may attract) be disqualified from this procurement exercise.

11.7. Freedom of Information Act

The Authority is bound by the provisions of the Freedom of Information Act ("FOI") 2000. All information submitted to the Authority may therefore need to be disclosed and / or published by the Authority in compliance with the Act. Any other law, or, as a consequence of judicial order, or order by any court, tribunal or body with the authority to order disclosure (including the Information Commissioner).

If you consider that any of the information included in your Tender should not be disclosed by the Authority please identify it and explain (in broad terms) why. Please also indicate how long you think the information should be covered by a non-disclosure provision.

Information in terms of FOI may be exempt from disclosure if it is:

- A trade secret
- Information which is likely to prejudice someone's commercial interests if disclosed (this could be your interests or the Authority's)
- Personal data where disclosure cannot be justified in terms of the Data Protection Act 1998
- Subject to an enforceable obligation of confidentiality. (This means that the information should be recognisable as confidential in nature and must not be in the public domain already; it must have been received in circumstances which impose an obligation to maintain confidentiality on the person receiving it; and any unauthorised disclosure would cause you harm.)

You should therefore seek to ensure that those parts of the Tender which you would prefer not to be disclosed fall within these broad categories. The Authority is more likely to resist disclosure and be able to justify non-disclosure of information in response to an FOI request if the suggested non-disclosure items are restricted to these categories. Please note that the Authority reserve the right to disclose if it is satisfied (acting reasonably) that it is in the public interest for the information to be disclosed.

It should be remembered that, even where you have indicated that certain information ought not to be disclosed, the Authority reserve the right to disagree. Even when the Authority agree that the information has been correctly identified, it may nonetheless be required to disclose it or elect to do so in the public interest. Receipt by the Authority of any material marked 'confidential' or equivalent should not be taken to mean that the Authority accept any duty of confidence.

In all cases, the Authority may publish (either proactively or in response to a request) the following information:

- The identity of all tenderers
- Overall value of the Contract awarded (or a general indication of the rates applicable under the Contract)
- The value of all tenders received (not necessarily correlated to the identity of the tenderers)
- General performance standards to be achieved under the Contract
- Performance and progress monitoring arrangements; and early completion incentives and penalties for failure to meet targets.

Tenderers should not mark anything as confidential which falls into the above categories.

11.8. Environmental Information Regulations

The Authority is also covered by the Environmental Information Regulations (EIR) 2004 which requires public authorities to make environmental information available, as well as members of the public being entitled to request such information. Similar to the FOI regulations environmental information relating to the tender may need to be disclosed. Further information can be found EIR's can be found on the information the Information Commissioner's Office (ICO) website [What are the Environmental Information Regulations? | ICO](#).

11.9. Counter Fraud, Corruption and Bribery Strategy

The Authority expects the highest standards of conduct from all organisations that have dealings with it. Any partners, suppliers, contractors and other third parties funded by or in receipt of payments from the Authority are required to adopt or abide by the Authority's policies, procedures, protocols and codes of practice, where appropriate, in order to prevent and detect fraud, corruption, money laundering and bribery.

12. Draft Contract

A copy is available on request.

Part B Contractors Tender Information

13. Inclusion in the Tender response

The following documentation must be returned to the Authority as part of your Tender:

1. Tendered price for the provision of Cleaning Services
2. Details as to referees
3. Insurance Certification Form
4. Quality Control systems
5. Contingency plans
6. Signed and completed Certificate as to canvassing
7. Signed and completed Certificate as to collusive tendering
8. Completed details as to social value

Tender form 1

Name of Tenderer:

Tendered price for the provision of Cleaning Services

To: Chief Executive, The Broads Authority, Yare House, 62-64 Thorpe Road, Norwich, NR1 1RY.

Having examined the Invitation to Tender and its accompanying documents and being fully satisfied as to my/our abilities and experience in all aspects to satisfy the requirements of the specification and the draft Contract,

I/we of hereby offer, to provide cleaning services in accordance with Tender Forms Tender form 1 to Tender form 8 attached. I/we offer to undertake and complete the work in the time period stated for the sum of £ (excluding VAT) or as set out in the specification below.

No.	Requirement description	Unit	Quantity	Price/ Rate	Total £ (excluding VAT)
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

I/We agree that this tender shall remain open to be accepted or not by you and shall not be withdrawn for a period of 6 months from the date for return of this tender.

I/we understand that you are not bound to accept the lowest or any tender you may receive.

Unless and until the formal written Agreement referred to above is prepared and signed, the Tender together with your written acceptance thereof will form a binding Agreement between us.

Signed (1)

Status:

Signed (2)

Status:

For and on behalf of:

Date:

Company registration number or equivalent:

VAT registration number:

Type of organisation: (delete as appropriate) Small and medium enterprise (SME) or
Voluntary, community, social enterprise (VCSE)

Tender form 2

Name of Tenderer:

Referees

To the Broads Authority

You may seek references from my/our following trade/bank referees:

1. Bank
2. Trade
3. Trade

Tender form 3

Name of Tenderer:

Insurance Certification Form

Third Party Insurance covers to sum of not less than £5 million

Dear Sir

I/We certify and declare that I/we have already have in place with our Insurance Company policies in place for public/employers liability in the sum of £5m. I/We attach confirmation from our Insurance Company.

Or

I/We certify and declare that I/we have obtained quotations in order for us to obtain the necessary level of insurance for public/employers liability. The additional cost for this is

.

The following is the name and address of the Insurance Company (not broker) with whom the Insurances have been affected:

Name:

Address:

Please note: Evidence must be included with this form to prove that such insurances as are required will be affected. Failure to do so will render this Tender invalid.

Tender form 4

Name of Tenderer:

Quality Control System and Cleaning Products

Please describe any system you have to ensure that levels of cleanliness are maintained:

Please details of products to be used for carrying out the cleaning:

Tender form 5

Name of Tenderer:

Contingency Plans

Please detail any contingency plans you have for delivering the services to meet the requirements of the Contract.

Tender form 6

Name of Tenderer:

Certificate as to Canvassing

(Invitation to Tender refers)

I/We certify that I/we have not canvassed or solicited any member, officer or employee of the Authority in connection with the award of the tender or any other tender or proposed tender for the service and that no person employed by me/us or acting on my/our behalf has done any such act.

I/We further hereby undertake that I/we will not in future canvass or solicit any member, officer or employee of the Authority in connection with the award of this tender or any other tender or proposed tender for the services and that no person employed by me/us or acting on my/our behalf will do any such act.

Signed (1)

Status:

Signed (2)

Status:

For and on behalf of:

Date:

Tender form 7

Certificate as to collusive quotation

(Invitation to Tender refers)

To:

The Broads Authority

(hereinafter called "the Authority")

The essence of selective tendering is that the Authority will receive bona fide competitive tenders from all persons tendering. In recognition of this principle,

I/we certify that this is a bona fide Tender, intended to be competitive and that I/we have not fixed or adjusted the amount of the Tender or the rates and prices tendered by or under or in accordance with the following acts:

- a) communicate to a person other than the Authority the amount or approximate amount of my/our proposed Tender (other than in confidence in order to obtain tenders necessary for the preparation of the Tender for insurance); or
- b) enter into any agreement or arrangement with any other person that they shall refrain from tendering or as to the amount of any tender to be submitted; or
- c) offer or agree to pay or give any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other tender for the service any act or omission.

Signed (1)

Status:

Signed (2)

Status:

For and on behalf of:

Date:

Tender form 8

Details as to social value

Name of tenderer:

Please confirm how you achieve good ethical standards by providing statements or copies of company policies with regard to 1-5 below

1. Employment & Skills Development

- Job Creation / Apprenticeships & Training / Upskilling & Development

2. Supporting SMEs, VCSEs & Local Businesses

- Supply Chain Diversity / Ethical Procurement

3. Environmental Sustainability & Net Zero Commitments

- Carbon Reduction / Sustainable Materials & Waste Reduction

4. Social & Community Impact

- Health & Well-being / Equal Opportunity & Inclusion (policies for fair pay, gender equality, disability inclusion, and anti-discrimination?)

5. Ethical & Responsible Business Practices

- Fair Work & Living Wage / Modern Slavery & Ethical Employment