

PRE-QUALIFICATION QUESTIONNAIRE

SECTION 1: INTRODUCTION AND INSTRUCTIONS

Project/Tender Title: Concession Contract for the provision of Catering Services within Windsor Great Park and The Savill Building (denoted as Lot 1 and Lot 2) for The Crown Estate

Introduction and Instructions

Thank you for completing this questionnaire. The information it contains will be held in confidence by The Crown Estate and used only for the purpose of determining your suitability to tender for the provision of the above services.

Please provide your response as an unbranded Word document (your responses will be entered into a matrix). Please do not supplement your response with additional or promotional information and brochures. All responses to the questions must be please kept to the point and should be no more than 500 words each (excluding any images or photos that may be attached).

The Crown Estate is unable to guarantee any promise of tenders or work following the completion of this questionnaire.

PQQ Timetable

Activity	Date
Issue Pre-Qualification Questionnaire (PQQ)	14 August 2024
Deadline for Tenderers PQQ Clarification Questions	12 noon; 23 August 2024
Deadline for receipt of PQQ Response	5 pm; 03 September 2024
Notification to Suppliers for Invitation to Tender (if successful)	17 to 19 September 2024

This timetable is indicative and provided as a guideline only and may be subject to change. Any such amendment will be notified through Source Dogg to give Tenderers reasonable time in which to take the amendment into account in preparing their PQQ response. TCE may, at its discretion, extend the deadline for receipt of PQQ response.

Communication Protocol

Any questions concerning aspects of the PQQ should be submitted through the e-sourcing portal [SourceDogg](#). Clarification questions can be submitted through the Messages feature within the Portal. This should be used for all queries and requests for clarification regarding the PQQ as it provides an effective and auditable trail. All questions will be secure and cannot be seen by any other Tenderers. The Crown Estate will publish the questions and the response, in a suitably anonymous form, via the Messages feature to all Tenderers before the closing date for the submission of the PQQ.

Tenderers should note that all queries and requests will be answered promptly up to three working days before the closing date for return of the PQQ.

Additional information about The Crown Estate can be found on our website: www.thecrownestate.co.uk

SECTION 2: BACKGROUND

The Crown Estate has a requirement for a specialist commercial catering partner to provide catering services at Windsor Great Park comprising two Lots:

Lot 1

Restaurant and cafes in the Savill Building, Savill Gardens

Lot 2

A visitor café in Virginia Water Pavilion including mobiles in Windsor Great Park

Further details can be found in the Briefing and Information Notes:

- Schedule 1a (Appendix E Layout and Briefing and Information Notes SG August 2024) – Lot 1
- Schedule 1b (Appendix F Layout and Briefing and Information Notes VWP August 2024) – Lot 2

The contract will be awarded on 20th December 2024 with operations commencing on 24th February 2025 and last for a period of five (5) years with the option to extend the agreement by a further two (2) years.

To pre-qualify for this tender process, tenderers will need to demonstrate the following:

- A stable and sustainable business with a turnover of at least £2m per annum (if bidding for Lot 1 – Savill Building) and trading for at least 12 months. Other integrity and credit worthiness checks will be carried out such as Duns & Bradstreet, Company House research and appropriate credit rating checks.
- A stable and sustainable business with a turnover of at least £1m per annum (if bidding for Lot 2 – Virginia Water Pavilion & Mobiles) and trading for at least 12 months. Other integrity and credit worthiness checks will be carried out such as Duns & Bradstreet, Company House research and appropriate credit rating checks.
- Experience of operating profitable commercial cafe/restaurant operations serving the general public either in visitor attractions or on the high street and for Lot 2 distinct experience of operating mobile catering outlets in remote locations.
- A cultural alignment to the Crown Estate in terms of focus on food, customer service and delivering a quality service based on customer experience.
- Have company infrastructure within circa 30-mile radius to support the contract. This may be the company head office, central production unit (CPU) or regional office and/or a cluster of operational commercial sites.

SECTION 3: PRE-QUALIFICATION QUESTIONNAIRE QUESTIONS

1. Trading Information	
Registered Name of Company:	
Type of Organisation: (Private/Limited Liability/Public / Sole Trader / Partnership)	
Registered Address:	
Registration Details: (Date/Place of Registration/Registration Number)	
Year Company First Traded:	
Trading Address:	
Head Office Telephone Number and E-mail:	
Website:	

Associated Companies: <i>(If your company is part of a group or has a parent or holding company, please give details)</i>	
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Directors, Partners, etc.: (please give details of every Director, Partner, Secretary and anyone holding more than one fifth of the paid-up shares or loan capital)

Sole Traders and Partnerships: please include all persons financially involved in the business.

Full Names			
Private Address			
Position			
Nationality			
If a director of any other companies please list			
Employed by Government	YES/NO	YES/NO	YES/NO

2. Financial

Please provide documentary evidence of economic and financial standing.
Detailed accounts to include the following for the last 3 years (audited if required by law).

A statement of your annual turnover, Profit and Loss Account/Income Statement, Balance Sheet/Statement of Financial Position and Statement of Cash Flow for the most recent year(s) of trading and a bank letter outlining the current cash and credit facility position.

3. Professional Standing

Has the Organisation or any of the Directors/Partners/Proprietor...

	YES	NO
Been convicted of a criminal offence relating to the conduct of your business or a similar business?		
Been declared bankrupt, insolvent, been subject to a compulsory winding up, in receivership, in composition with creditors or subject to relevant proceedings?		
Been prosecuted under any Health and Safety, Food Safety or Environmental Health legislation?		
Been issued with a prohibition notice under relevant health and safety or Food Safety legislation in the past 5 years?		
Been prosecuted under any relevant Employment legislation in the last five years?		

Been formally or informally investigated by the Office of Fair Trading?		
Been unable to fulfil its obligations in relation to payment of taxes and/or social security contributions?		
Failed to provide information or provided misleading information in a pre-current exercise or participated in collusive tendering?		
Had any contracts terminated early in the past three years?		

3.1 If you have replied 'yes' to any of the above questions, please supply brief details below and provide contact details for further information if required.

4. Conflict of Interest

If any of the following circumstances apply to your organisation, please provide details below and indicate how the potential conflict of interest could be managed:

- a) Partners, Directors or Senior Staff have been employed by the Client Organisation.
- b) Partners, Directors or Senior Staff have relative(s) employed by the Client Organisation as an officer, or who serve the Client Organisation as an elected member of the Board.
- c) Partners, Directors or Senior Staff have involvement in another organisation which provides services to the Client Organisation.
- d) Work currently being undertaken or proposed to be undertaken by the Organisation or the group which it belongs to which could give rise to a conflict of interest.

4.1. Does your firm, or any member of the Group of Companies to which it belongs, have any agreements registered with the Office of Fair Trading?

If yes, give full details, including dates, names of other parties, nature and scope of any such agreements and the products/services involved, on a separate sheet.

5. Technical and Professional Ability

The Crown Estate seeks a catering partner with previous experience of managing, either directly or indirectly, commercial café operations in the cultural, heritage or outdoor parks and garden sector. A clear understanding of the challenges of providing quality catering services in a visitor environment is critical for future success.

5.1 Company Background & Culture

Please provide a brief history of your business, the company's ethos, core values and future vision and how these align to those of the Crown Estate. (Maximum 500 words)

5.2 Relevant experience and contract examples

Please provide up to three sites you currently operate that is of similar size to and meet the technical and professional ability criteria of the prospective contract in any combination from either in visitor attractions, cultural or heritage venues or high street environments which rely on appealing to external customers. These may be management contracts or leases.

The named contacts supplied should be able to provide written evidence to TCE to confirm the accuracy of the information that you have provided.

For each contract, please provide the following information.

	Contract 1	Contract 2	Contract 3
Venue/Location			
Please explain why the site you have selected is comparable to this contract			
What is the average Spend per Transaction			
What is the average Turnover Value (pa)			
Description of the Food Offer and Service Style (please provide a breakdown if multiple service points)			
Any additional relevant information			
Name of supplier who signed the contract Point of contact in the customer's organisation			
Position in the customer's organisation			
Contract Start date			
Contract completion date			
Estimated contract value			

5.3 If you cannot provide at least one example for questions 5.1, please provide an explanation for this and how you meet the selection criteria relating to technical and professional ability e.g. your organisation is a new start-up, or you have provided services in the past but not under a contract.

6. Insurance

Please confirm whether you already have, or can commit to obtain, prior to the commencement of the contract, the levels of insurance cover indicated below:
There is a legal requirement for certain employers to hold Employer's (Compulsory) Liability Insurance of £5 million as a minimum.

Employer's (Compulsory) Liability Insurance = £10M
Public Liability Insurance = £10M
Professional Indemnity Insurance = £2M
Product Liability Insurance = £10M

7. Data protection / Cybersecurity

Please confirm that you have in place, or that you will have in place by contract award, the human and technical resources to perform the contract to ensure compliance with the UK General Data Protection Regulations and to ensure the protection of the rights of data subjects.

7. 1. Please provide details of the technical facilities and measures (including systems and processes) you have in place, or will have in place by contract award, to ensure compliance with the UK General Data Protection Regulations and to ensure the protection of the rights of data subjects.

Your response should include, but should not be limited to facilities and measures:

- to ensure ongoing confidentiality, integrity, availability and resilience of processing systems and services;
- to comply with the rights of data subjects in respect of receiving privacy information, and access, rectification, deletion and portability of personal data;
- to ensure that any consent-based processing meets standards of active, informed consent, and that such consents are recorded and auditable;
- to ensure legal safeguards are in place to legitimise transfers of personal data outside the EU (if such transfers will take place);
- to maintain records of personal data processing activities; and
- to regularly test, assess and evaluate the effectiveness of the above measures.

8. Health and Safety

Please describe the arrangements you have in place to manage health and safety effectively and control significant risks relevant to the requirement (including risks from the use of contractors, where relevant).

9. Supply Management

Please confirm that you have systems in place to pay those in your supply chain promptly and effectively, i.e. within your agreed contractual terms.

9.1 Please confirm you have procedures for resolving disputed invoices with those in your supply chain promptly and effectively.

10. Tackling Modern Slavery in Supply Chains

Please provide information of your published statements on modern slavery or other relevant documents containing information of a similar type/level.

11. Equal Opportunities

	YES	NO
Does your organisation have an equal opportunities policy or similar statement?		
In the last 3 years, has your company been the subject to any court or employment tribunal proceedings in relation to:		
Unlawful discrimination under the Sex Discrimination Act 1975 or the Equal Pay Act 1970		
Unlawful discrimination under the Race Relations (amendment) Act 2000		
Unlawful discrimination under the Disability Act 1995		
Unlawful discrimination under Employment Equality (Sexual Orientation) Regulations 2003		
Unlawful discrimination under Employment Equality (Religion or Belief) Regulations 2003		
Unlawful discrimination under Employment Equality (Age) Regulations 2006		
Unlawful discrimination on any other grounds		
<p>11.1 If yes, please give details of each incident including both the findings and any subsequent action taken by your company.</p>		
<p>12. Sustainability</p>		
<p>Sustainability and the impact of our operations on the environment, local economy and community are of vital importance to the Crown Estate in our procurement decisions. Please provide insight into your approach and achievements to date for this critical area within your current business.</p>		
<p>13. Quality</p>		
<p>High quality catering provision is of paramount importance to the Crown Estate. Please provide evidence of how you have delivered high quality catering services in the past.</p>		
<p>13.1 The Crown Estate recognises the importance of a caterer on site having access to a suitable, local resource and infrastructure to support the operations - please provide specific details of how the contract at Windsor will be supported by the organisation i.e., nature of support, location of support etc.</p>		

14. Support to Local & Social Enterprise

The Crown Estate is part of the Buy Corporate Social Challenge, which is a group of businesses aiming to collectively spend £1 billion with social enterprises through their procurement. Buy Social Corporate Challenge | Social Enterprise UK

We expect our suppliers to explore and integrate local and social enterprises into their supplier chains as well.

Please confirm whether you already support integrating or can commit to integrate upon commencement of the contract, local and social enterprises in your supply chain relevant to the contract. Please provide evidence to support your answer (i.e., experience examples, approach to integrate local and social enterprises)

And indicate how your local supply chain will support the operations at the crown estate.

15. Living Wage

The Crown Estate were a founding partner of the Living Wage Foundation and are proud to be an accredited employer. We expect our supply chain to pay their staff the Living Wage. Paying a real Living Wage improves the employer brand, boosts staff productivity and motivation at work. The Living Wage is based on the real cost of living and is paid voluntarily to support their employees gain wages to meet their everyday needs.

More information on the Living Wage UK can be found in [For the real cost of living | Living Wage Foundation](#)

Please confirm whether you are already paying or can commit to pay upon commencement of the contract, the real living wage in accordance with the Living Wage Foundation (UK). Please provide details or evidence to support your answer (i.e., experience examples, approach to implementing real living wage).

PQQ Contact

Please provide contact details for the person who will be dealing with the tender process at this stage:

Name of contact:	
Name of organisation:	
Position:	
Telephone:	
Email:	

SECTION 3: EVALUATION CRITERIA AND EVALUATION EXAMPLE

Each question response will be evaluated and marked on a scale of 0-5 in accordance with the scoring criteria below – Table 1

The PQQ questions are fundamental to the selection of shortlisted Tenderers to the ITT stage. Therefore, Tenderers should be aware that if they score less than 3 (0, 1 and/or 2) on any question their PQQ will automatically be rejected and will not be considered further.

As part of the PQQ, TCE expects to shortlist and invite ideally three to five Tenderers to the ITT stage.

Table 1 – Scoring Criteria

Scoring 0-5	Scoring Criteria
0	No response <i>Failure to submit an answer or confirmation.</i>
1	Poor response) <i>The question is not directly addressed, and the answer demonstrates minimal understanding of the subject.</i>
2	Weak response <i>The answer only addresses some aspects of the question and/or demonstrates a partial or unfocused understanding of the subject matter.</i>
3	Satisfactory response <i>The answer addresses some aspects of the question and demonstrates sufficient understanding of the subject matter, although there may be some uncertainty or gaps in how it applies to this project.</i>
4	Good response <i>The answer addresses all aspects of the question and demonstrates a clear understanding of the subject matter with good consideration of how it applies to this project.</i>
5	Excellent response <i>The answer addresses all aspects of the question in a high level of detail that demonstrates a clear understanding of the subject matter and a thorough consideration of how it applies to this project.</i>

The total weighting for the PQQ stage is **100%**. The PQQ questions are weighted, showing the relative importance (expressed as a percentage) and the maximum possible score for each PQQ question. This is illustrated in Table 2 overpage.

Table two – Pre-Qualification Questionnaire Weighting and Maximum Possible Score

Question	Weighting %	Maximum Score of 5 out of (0-5)
1. Trading Information	Information	-
2. Financial	Pass/Fail	
3. Professional Standing	Pass/Fail	
4. Conflict of Interest	Information	-
5. Technical & Professional Ability:		
5.1 Cultural Alignment & Background	25%	125
5.2 Reference Locations	45%	225
6. Insurance	Pass/Fail	
7. Data Protection/Cybersecurity	Pass/Fail	
8. Health & Safety	Pass/Fail	
9. Supply Management	Pass/Fail	
10. Tackling Modern Slavery in Supply Chain	Information	-
11. Equal Opportunity	Pass/Fail	
12. Sustainability	12.5%	62.5
13. Quality	7.5%	37.5
14. Support Local & Social Enterprise	10%	50
15. Living Wage	Pass/Fail	
Total		500

Note: Clarifications maybe undertaken, for the sole purpose of clarifying written PQQ responses

Information - the information provided will not be scored, but failure to provide it may result in the PQQ submission being disqualified

Please see the worked example below:

Tenderer A is awarded a PQQ Score of 400 out of maximum possible score of 500.

$100 \times (\text{Tenderer A's PQQ score} / \text{maximum possible score})$.

Tenderer A's PQQ Score is therefore 80%.

Tenderer B is awarded a PQQ Score of 340 out of maximum possible score of 500.

$100 \times (\text{Tenderer B's PQQ score} / \text{maximum possible score})$.

Tenderer B's PQQ Score is therefore 68%.

All scores will be rounded to one decimal place.