

Performance Measurement Special Interest Group (May 2016)
 Recommended pre-qualification questions

SCSS issue area	Question	Basic answer	Good answer (as Basic, plus)	Excellent answer (as Good, plus)
Sustainable construction/ FM/ infrastructure/ homes	Please outline your experience of identifying your significant sustainability risks and opportunities	Generic statement, but no evidence	Can provide evidence of identification of significant environmental and sustainability risks and opportunities (such as a risk register), which is reviewed regularly. Evidence of a plan in place to deal with risks and opportunities and evidence of it being used.	As "Good"

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Environmental management	<p>Please advise if you have an Environmental Management System (EMS)</p> <p>Please advise if your EMS is certified to a recognised third party standard. If so, please advise which standard and the date of your last audit.</p>	General statement but no specific management system or evidence of working towards a management system.	Management system documented and in operation but not certified or certified by a non-UKAS accredited organisation.	Management system certified to a recognised standard (ISO 14001:2015, BS 8555 or EMAS) by a UKAS accredited organisation.
	<p>Please provide details of any environmental Enforcement notices or prosecutions (including those pending) your organisation or employees have received within the last 5 years</p> <p>What mitigation actions have you put in place to rectify the issues?</p>	Zero notices or a number is provided with no supporting information as to what mitigation actions have been taken to ensure no repeat issue.	Zero notices or basic response illustrating the outcome of the investigation and some high level activities to ensure there is no repeat of the incidents.	Zero notices or comprehensive response provided illustrating a full root cause investigation and substantial management actions provided to ensure no repeat of the incidents

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Biodiversity & ecology	Please provide examples of where you have protected biodiversity and/or delivered biodiversity enhancements.	Has limited experience of delivery.	Provides evidence of past projects including biodiversity protection or enhancements achieved.	<p>Has extensive experience of biodiversity for projects of multiple sizes and complexity, supported by evidence and demonstration of a business case.</p> <p>Include evidence of multi stakeholder engagement and working with trusts and communities to deliver biodiversity benefits.</p> <p>Has a case study in the public domain, such as (but not limited to) the CIRIA BIG (Biodiversity Interest Group) challenge.</p>

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Carbon	Please advise of your experience in proposing and/or delivering energy efficient solutions that are of benefit to the end client or to your own business.	Demonstrates experience of energy efficiency/ energy management but has limited experience of delivery.	Provides evidence of: <ul style="list-style-type: none"> - Previous projects; and/or - solutions within your own business Including details of how their scope and role has contributed to successful outcomes. OR Recognition/certification to standards of best practice for energy management, such as (but not limited to) ISO 50001 or equivalent. OR Demonstrates experience of using Whole Life Cost techniques on similar projects.	Has extensive experience of energy efficiency programmes for projects or operations of multiple sizes and complexity, supported by evidence. Can provide evidence of high standards of energy efficiency that have been achieved and can demonstrate the business case using Whole Life Costing.
	Please advise of your experience of measuring and managing your carbon impact.	High level statement on carbon measurement and management, but no evidence of experience provided.	Provides evidence of past projects (including details of how their scope and role has contributed to successful outcomes). Recognition/certification to standards of best practice for carbon management, such as (but not limited to) Carbon Trust and/or CEMARS certification or equivalent.	Can demonstrate experience in embodied carbon measurement and reduction, including embodied carbon if relevant. OR Can demonstrate experience of using Life Cycle Analysis techniques and tools, e.g. IMPACT or equivalent. OR Uses ISO 14064 or equivalent as basis for methodology/ definitions.

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Water	Please advise of your experience in measuring and managing water consumption and delivering reductions and returns that are of benefit to the end client or to your own business.	High level statement, but no evidence of delivery	Provides evidence of: <ul style="list-style-type: none"> - Previous projects; and/or - solutions within your own business Including details of how their scope and role has contributed to successful outcomes.	Has extensive experience of water management on projects of multiple sizes and complexity, supported by evidence and a business case. OR Recognition/certification to standards of best practice for water management and reduction, such as the Carbon Trust for Water, or equivalent.

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Waste	Please advise of your experience in measuring and managing waste at source and using the waste hierarchy to deliver returns that are of benefit to the end client or to your own business.	Demonstrates an understanding of waste management but has limited experience of delivery.	Provides evidence of: <ul style="list-style-type: none"> - Previous projects; and/or - solutions within your own business Including details of how their scope and role has contributed to successful outcomes.	Has extensive experience of waste management for programmes of multiple sizes and complexity. This is supported by evidence and a business case. OR Can provide examples and evidence of supporting circular economy principles OR Recognition/certification to standards of best practice for waste management and reduction, such as the Carbon Trust Standard for Waste, or equivalent.

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Materials	Please outline your experience in considering resource efficiency and procuring secondary or recycled materials.	Demonstrates an understanding of the issue but has limited experience of delivery.	Provides evidence of past projects either: <ul style="list-style-type: none"> reducing the amount of materials used (e.g. through techniques such as (but not limited to) BIM or lifecycle analysis); or using materials with a high proportion of recycled content (including evidence of percentages achieved) or reused/upcycled/reclaimed products Please include evidence of how this has delivered benefits for the end client.	Have extensive experience of resource efficiency and the use of secondary materials for projects / services of multiple sizes and complexity. This is supported by evidence and for a wide range of products; and can demonstrate a business case. OR Applies circular economy principles and has evidenced the business case.
	Please advise of your experience in procuring materials from ethical/responsible sources	Provides high level statement but limited evidence of delivery.	Provides evidence of past projects, including percentages of responsible content achieved. This could include reference (but not limited) to: <ul style="list-style-type: none"> FSC or PEFC products or equivalent chain of custody certification. Certification to BES6001 or other recognised ethical/ responsible sourcing initiative Fairtrade or equivalent chain of custody certifications in Facilities Management 	Has extensive experience of responsible / ethical sourcing of materials for projects and services of multiple sizes and complexity. This is supported by evidence and for a wide range of products; and can demonstrate a business case.

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Local business and community	<p>Please explain your experience in maximising social value in a given location, including through:</p> <ul style="list-style-type: none"> Increasing opportunities for employment of a local workforce and/or people from particular 'target' groups Realising opportunities through procurement from a 'local' supply chain, social enterprises, small and medium enterprises, and/or other 'target' business groups Provision of work experience Engaging with schools, colleges and/or universities (e.g. to deliver careers guidance or support with science, technology, engineering and mathematics – STEM) Community initiatives Volunteering and charitable giving <p><i>Note: "Local" is defined as whatever the relevant client or planning authority states it is</i></p>	<p>Lists at least 4 social value issues (e.g. some of those included in question) and provides outlined details of working on at least two, but has limited experience of delivery</p>	<p>Demonstrates an understanding of at least the 6 social value issues listed in the question</p> <p>Demonstrates evidence of past projects (including details of how their scope and role has contributed to successful delivery)</p>	<p>Has extensive experience of at least the 6 social value issues listed in the question and has used relationships with third part organisations (e.g. employment brokers, charities) over 3 years.</p> <p>Can demonstrate levels of local employment and procurement that have been achieved on previous contracts</p>

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	<p>Please describe your approach to maintaining community relations, including:</p> <ul style="list-style-type: none"> • How you minimise disruption e.g. through logistics, communications • How you minimise nuisance (e.g. air pollution, dust, vibration, noise) • Systems and procedures to register and address complaints • Your experience in using the Considerate Constructors Scheme (CCS) (or equivalent if applicable), including previous scores on any sites you have managed, timeframes and project context/type. <p>NB: If you've never been required to use, please provide details of how you've contributed to your client's score</p>	<ul style="list-style-type: none"> • General statement about community relations. • Acknowledgement of issues that cause disruption and nuisance • Outline of basic complains procedure • Acknowledgment of CCS, or equivalent if applicable. 	<ul style="list-style-type: none"> • Detailed explanation of approach to community relations – including risk based approach to managing disruption and nuisance. • Evidence of application of complaints procedure • Evidence of achieving over 30 in CCS, or equivalent if applicable. 	<ul style="list-style-type: none"> • Provides evidence of effective complaints handling (e.g. more than 95% closed out, to satisfaction of complainant, within 28 days) • Evidence of achieving over 40 in CCS, or equivalent if applicable.
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Employment, Skills and Ethics	Please describe your policy and practice with respect to identifying and managing the risk of ethical business, including bribery and corruption, in your business and supply chains	General statement about ethical standards and legal compliance.	Clear policy confirming compliance with relevant legislation (e.g. Bribery Act 2010). Some evidence of a compliance programme (e.g. whistle blowing line for staff and supply chain).	Evidence of a comprehensive compliance programme plus evidence of its application to Directors and all employees and supply chains. This might (but need not) include use of programmes such as SEDEX and ETI.
	Please explain your approach to developing the workforce of the future, including use of apprenticeships, graduate schemes and other development programmes.	General statement about taking on apprentices and/or graduates	Demonstrates a track record in recruiting and supporting apprentices and/or graduates through to completion of training.	Has an established training programme for apprentices, and graduates for a significant time period (3 years+).
	Please describe your experience in training your workforce, including through professional development and performance reviews	General statement about training staff.	Has an established workplace training programme.	Provides evidence and examples of a robust process for reviewing skills of all staff and keeping them updated. Can demonstrate a business case for investing in training.
	Please explain your approach to equality, anti-discrimination, fairness, inclusion and respect including: <ul style="list-style-type: none"> How you comply with the Equality Act 2010, in relation to management of your workforce 	Acknowledges all relevant legislation (e.g. Equality Act 2010) and states that they will comply with it	Demonstrates understanding of fair and inclusive employment practices within directly employed workforce that exceed legal minimums	Has extensive experience of promoting fair and inclusive employment in directly employed workforce and also through the supply chain for projects of multiple sizes and complexity. Supported by evidence and a demonstration of the business

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	<ul style="list-style-type: none"> • How you comply with legislation around flexible working and shared parental leave • Your approach to promoting inclusive workplace behaviours • Your approach to: payment of the ‘Living Wage’¹, freedom of association, participation in collective bargaining, grievance procedures, working hours, including split shifts, responsible use of zero hour contracts 		<p>Addresses all aspects identified in the question and provides evidence of application.</p> <p>Applies aspects to – at least - the recruitment, selection, training and promotion of staff.</p>	<p>case.</p>
	<p>Please provide details of the steps your organisation has taken to comply with and/or exceed the requirements of the Modern Slavery Act 2015.</p> <p>Do you have any prosecutions under the Modern Slavery Act 2015? Please provide details of dates and outcomes.</p>	<p>General statement about legal compliance. Has published an annual Online Statement (if applicable).</p>	<p>Include references to:</p> <ul style="list-style-type: none"> • Victim support, whistle blowing hotline/ mechanisms/ policies • National Referral Mechanisms 	<p>Policy includes commitment to a comprehensive compliance programme plus evidence of its application and implementation</p> <p>Demonstrates a track record of workforce education about Modern Slavery.</p>

¹ As determined by the Living Wage Foundation - <http://www.livingwage.org.uk/what-living-wage>

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Sustainable Procurement/ Supply Chain Management	Please provide evidence of your approach to Sustainable Procurement	General statement about Sustainable Procurement, but no evidence of implementation	Evidence of using BS8903 (or ISO20400 from 2017) or equivalent	Use of BS8903/ ISO 20400 has been independently evaluated by a 3 rd party. Provides evidence of extensive experience of sustainable procurement and regularly reviews the policy and strategy to ensure relevance.
	Please describe your experience in developing the capacity and competence of your workforce and supply chain to deliver sustainability requirements. If not, do you have an action plan in place to develop your supply chain's competency?	General statement about training and supply chain competency. OR May include reference to supply chain capacity building in the organisation's Sustainable Procurement or Procurement Policy/Charter	Has an established capacity building programme, including engagement with the Supply Chain Sustainability School or equivalent.	Has an established capacity building programme for 3 years+. Recognition for capacity building through Supply Chain Sustainability School Gold/Silver/Bronze awards or equivalent. Can provide evidence of successful delivery of sustainable outcomes through collaboration and building long term relationships with the supply chain.
	Please explain your approach to continuous improvement in supply chain management, including: <ul style="list-style-type: none"> Fair payment terms Prompt payment (i.e. extent to which fair payment terms are met) Whether you are a 	General statements about <ul style="list-style-type: none"> payment terms refreshing supply chains supply chain management (e.g. asking 	Provides evidence of having made the connection between issues listed in question and supply chains effectiveness; and evidence of addressing them having made some	Provides evidence of a structured approach to addressing these issues, including: <ul style="list-style-type: none"> Payment terms of 30 days or less, such as for SMEs Data evidencing at least 90% of invoices paid promptly

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	<p>signatory to the Prompt Payment Code or equivalent?</p> <ul style="list-style-type: none"> • How you identify new, potential suppliers (e.g. small and medium enterprises) and enable them to compete for your business • How you ensure and manage your supply chain to meet your and your clients' sustainability requirements and provide adequate information where necessary. • Your dispute resolution procedures and the number of disputes with subcontractors and/or suppliers not settled by mutual agreement and requiring third party intervention (including court action) over the last three years. <p><i>This does not apply to small businesses, with ≤ €10 m turnover and <50 employees.</i></p>	<p>sustainability questions in supplier questionnaires)</p> <ul style="list-style-type: none"> • No corporate dispute resolution procedures relating to subcontractors and/or suppliers. 	<p>effort to address them</p> <p>And</p> <p>A corporate policy or statement setting out broad principles relating to dispute resolution and means of resolving contractual disputes with subcontractors and/or suppliers.</p>	<ul style="list-style-type: none"> • Signatory to the Prompt Payment Code or equivalent. • Active approach to seeking out and engaging with new potential suppliers, from a range of networks (supplier diversity / inclusive procurement), for example by using CompeteFor, Meet the Buyers , or ConstructionLine • Evidence of active performance management of supply chain around sustainability – including data and examples • A corporate policy or statement setting out detailed dispute resolution procedures, including provision for employing Alternative Dispute Resolution (ADR) procedures as a means of resolving contractual disputes with subcontractors and/or suppliers.
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