

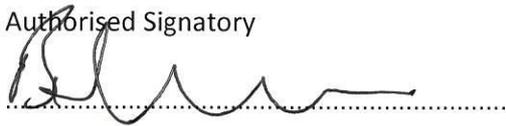
Appendix A SQ Declaration

- I declare that to the best of my knowledge the answers submitted and the information contained in this SQ response are correct and accurate.
- I declare that, upon request and without delay I will provide the certificates or documentary evidence referred to in this document.
- 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.
- I understand that Contracting Authority may reject this SQ response in its entirety and/or disqualify the Applicant from the Procurement process if there is a failure to answer all relevant questions fully or if false/misleading information or content is provided in any section.
- I confirm that no conflict of interest exists between me/us and my/our advisors, and the Contracting Authority and its advisors.

I understand that failure to ensure that no conflict of interest arise, may lead to disqualification from the procurement at the discretion of the Contracting Authority.

Signed by or on behalf of the Applicant.

Authorised Signatory



Director

Name:	Brett Redgwell
On behalf of:	NG Bailey
Position (Job Title):	Commercial Director
Date:	16th April 2019
Telephone number:	0207 843 0200

Appendix B – Mandatory Undertaking

Company Name – NG Bailey

Stratford Waterfront UAL

Mandatory Undertaking

When you have completed your response to this SQ, please ensure that: -

- You have **answered** all appropriate questions on the LLDC Procurement Portal; and
- You have **enclosed** all documents requested; and
- You have **completed** the **red text entries** required in this Mandatory Undertaking; and
- You have **read, signed** (for the Applicant and all Relevant Companies), **returned** an electronic copy of this Mandatory Undertaking to the Contracting Authority **before the Deadline for the Receipt of Application**.

1.1. Authority of Main Contact

We confirm that the representative named in the response to this SQ is authorised to act as the contact point on behalf of this Applicant and all its Relevant Companies in dealings with the Contracting Authority during the Procurement, as set out in this SQ.

1.2. Disclaimers

We confirm that we have read and accept the disclaimers set out in Section 2 of this SQ.

1.3. Accuracy of response

We certify that the information supplied is accurate to the best of our knowledge. We understand and accept that false information could result in exclusion from this procurement process.

We certify that we have made no alterations to the questions asked. we understand that if it is found that alterations, whether by addition, omission or substitution and whether made purposefully or not, have been made to the questions that we may be excluded from further consideration for any Contract to which this procurement process relates.

We undertake to notify the Contracting Authority as soon as practicable of any changes to any of the information given in response to this SQ that may arise during the Procurement.

1.4. Gifts and inducements

We also understand that it is a criminal offence, punishable by imprisonment, to give or offer any gift or consideration whatsoever as an inducement or reward to any servant of a Public Body. We also understand that any such action will empower the Contracting Authority to cancel any contract currently in force and will result in exclusion from this procurement process.

We confirm that we have made careful enquiry of our respective organisations and are satisfied that no criminal offence and no offer of a gift, consideration, inducement and/or reward to any servant of the Contracting Authority or anyone acting on the Contracting Authority's behalf has been made in connection with this or any other Contracting Authority procurement.

1.5. Canvassing and solicitation

We confirm that we have not canvassed or solicited any officer or employee of the Contracting Authority or anyone acting on behalf of the Contracting Authority in connection with this pre-qualification process and that no person employed by us or acting on our behalf has done any such act.

We further hereby undertake that we will not in the future canvass or solicit any officer or employee of the Contracting Authority or anyone acting on behalf of the Contracting Authority in connection with this selection process and that no person employed by us or acting in our behalf will do any such act.

1.6. Bribery

We undertake that we will not offer or agree to pay or give, or pay or give any sum of money, inducement of valuable consideration directly or indirectly to any person or have done so or cause or have caused to be done in relation to any other response to this selection process any such act or omission.

1.7. Collusion

We undertake that we will not enter into any agreement or arrangement with any other person that he/she shall refrain from participating in this selection process.

We also undertake that we will not at any time discuss with any other person any aspect of our response, and as evidenced below have procured this same undertaking from the Relevant Companies.

1.8. Eligibility to engage in a public contract

We confirm that none of the grounds set out in regulation 57 of the PCR apply, other than those declared in response to questions in the SQ uploaded in the Procurement Portal.

1.9. Conflicts of Interest

Having made comprehensive enquiries of our organisation (including the Relevant Companies) we are not aware of any actual or potential conflict of interest, whether professional, commercial or other conflict of interest nor to the best of our knowledge is there likely to be a conflict of interest should the Applicant or any Relevant Company be invited to enter into a contract with the Contracting Authority in relation to the Project.

1.10. No Marketing Rights

We have not and will not do any of the following and we will procure that our subcontractors, agents, advisors and/or representations do not do any of the following:

- Make a public statement or communicate in any form with the media in connection with this Procurement without first obtaining the prior written consent of the Contracting Authority;
- Use any trademarks, logos or other intellectual property rights associated with the Games, QEOP or the Stakeholders;
- Represent that the Applicant or any Relevant Company is directly or indirectly associated in any way with the Games, the Contracting Authority or that its or their respective products and/or services are in any way endorsed by any Stakeholders; or
- Engage in any form of ambush marketing or marketing which creates or implies or refers to an association between the Applicant, the Relevant Companies and or the Games;

unless such action is expressly approved in writing by the Contracting Authority prior to such action taking place.

1.11. Confidentiality

We undertake to execute and be bound by the terms of the Confidentiality Undertaking agreed on the Procurement Portal.

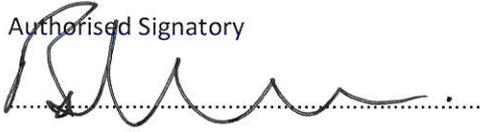
We acknowledge that the Contracting Authority may in its discretion publish the content of this SQ and any other documents issued by the Contracting Authority as part of this procurement process, including the full terms of any contract entered into as a result of this procurement process, to the general public, **only with the written consent of NG Bailey.**

1.12. Warranty

We accept and agree that the Contracting Authority will only consider our Tender on the basis of this Mandatory Undertaking and we acknowledge that the Contracting Authority will rely on this Mandatory Undertaking. We the undersigned confirm that the Mandatory Undertaking is true and accurate and reflects our honestly held beliefs at the date of this Undertaking and if circumstances change such that the undertakings set out in this Mandatory Undertaking can no longer be honoured by any of us, we will immediately notify the Contracting Authority.

Signed by or on behalf of the Applicant.

Authorised Signatory



Director

Name: Brett Redgwell

Title: Commercial Director

Signature:



Name: Simon Gibbins – **Point of Contact**

Title: Business Development Manager

For and on behalf of (Relevant Company)

Registration number: 342778

NG Bailey Limited

Annual Report and Financial Statements

for the Period from 27 February 2016 to 24 February 2017

PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Leeds
United Kingdom

NG Bailey Limited

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NG Bailey Limited
Company Information

Directors	David S Hurcomb Mike Porter
Company secretary	Lisa McDonell
Registered office	Denton Hall Denton Ilkley West Yorkshire LS29 0HH
Bankers	HSBC
Independent Auditors	PricewaterhouseCoopers LLP Chartered Accountants and Statutory Auditors Leeds United Kingdom

NG Bailey Limited

Strategic Report for the Period from 27 February 2016 to 24 February 2017

The Directors present their Strategic Report for the period from 27 February 2016 to 24 February 2017.

Principal activities

The principal activity of the Company is sustainable mechanical and electrical engineering services, with a focus on building infrastructure, offsite manufacture and rail contracting.

Business review

The general economic environment has been uncertain in 2016/17 following the UK's decision to exit the European Union. However, the Government has confirmed its commitment to invest in infrastructure and we remain positive that the markets in which we operate will remain resilient.

The business delivered a strong performance in the period with an operating profit of £11.7m (2016: £3.4m). An increase of over 24% in sales has been achieved and continued utilisation of a selective bid no bid strategy has ensured this is at a consistent margin.

The performance of our core mechanical and engineering business continues to improve and some major infrastructure projects have been completed in the period. The Directors have continued to support the specialist operations of Rail and Offsite, both of which provide NG Bailey Limited with a competitive advantage in their chosen markets. Our Energy business, now in its third full year of trading, has also continued to contribute to our revenue stream. While we continue to invest, particularly in technical intellect, we have maintained tight control of costs and administration expenses which are in line with the prior period, despite the 24% increase in turnover.

The Company received dividends of £9.4m (2016: £1.0m) from its subsidiaries in the period. The Company paid a dividend to its parent company of £18.8m (2016: £1.5m) in the period.

The balance sheet remains strong with net assets of £42.5m (2016: £42.5m). The Directors believe that it is increasingly important that our clients, suppliers and employees are able to rely on the continued financial strength of NG Bailey Limited.

Looking forward, the business has a healthy order book and the Directors are cautiously optimistic about the future prospects of the Company.

The Company's key financial performance indicators during the period were as follows:

	Unit	2017	2016
Turnover	£m	347.2	279.7
Gross profit margin	%	11.6	11.5
Operating profit	£m	11.7	3.4

NG Bailey Limited

Strategic Report for the Period from 27 February 2016 to 24 February 2017

Principal risks and uncertainties

Health and safety continues to be a key focus of risk management for the Company, with a strong emphasis on "Safety First and Foremost". This has been developed to influence our employees, our customers and our supply chain, through leadership, to behave in a way that puts safety first. There are comprehensive health and safety policies and procedures in place.

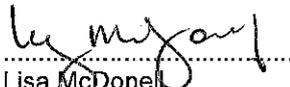
Given the uncertain economy, there remain risks of insolvency within the construction industry. The Company has continued to tightly manage its cashflows through robust commercial administration of our contracts. In addition, we will continue to apply a rigorous bid no bid process to ensure we only win work where the margin is commensurate with the risk. Our continued investment in people, technology and training leaves the business well placed to differentiate itself in an environment which remains competitive.

Notwithstanding the improvement, management continue to work hard to diversify the Company's business into new sectors such as energy, infrastructure and nuclear as Government spending plans present opportunities.

The Company manages all trading risks by providing added value services to its customers, being fully committed to supplying products and installations of the highest quality and by maintaining strong, cooperative relationships with its clients.

The day-to-day risks faced by the business are controlled by the application of the Business Management System, which contains a framework of policies and procedures, designed with the objective of minimising avoidable risks to the business.

Approved by the Board on 20 June 2017 and signed on its behalf by:


.....
Lisa McDonnell
Company secretary

NG Bailey Limited

Directors' Report for the Period from 27 February 2016 to 24 February 2017

The Directors present their report and the audited financial statements for the period from 27 February 2016 to 24 February 2017.

Directors of the Company

The Directors who held office during the period and subsequently were as follows:

David S Hurcomb

Mike Porter

Going concern

The Company is part of the group headed up by NG Bailey Group Limited (the "Group").

The Group's business activities, together with the factors likely to affect its future development, performance and position are set out in the financial statements of NG Bailey Group Limited.

The Group has considerable liquid financial resources including cash and short term deposits of £41.4m and current asset investments with a market value of £42.4m. There is no external debt in the Group at the balance sheet date, or expected in the foreseeable future. The Group has contracts with a number of customers and suppliers across different industries. As a consequence, the Directors believe that the Group is well placed to manage its business risks successfully.

As noted in the Business Review, the Company itself has its own financial strength. This is demonstrated with £42.5m net assets at the balance sheet date (2016: £42.5m) after the payment of a dividend of £18.8m in the period (2016: £1.5m).

After making enquiries, including a review of forecasts for a period extending to 12 months from the date of signing the financial statements, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis of accounting in preparing the financial statements.

Dividends

The Directors proposed and approved that a final dividend payment of £4.70 per share on the Ordinary Shares of £1 each is paid in respect of the financial period ended 24 February 2017 (2016: £0.375 per share on the Ordinary Shares of £1 each).

Research and development

Research and development activities focus on how we can continue to enhance our technical expertise and offering. This includes our offsite manufacturing facility and responding to technical challenges as new projects are tendered.

NG Bailey Limited

Directors' Report for the Period from 27 February 2016 to 24 February 2017

Employees

Our people are at the heart of everything we do and we recognise their commitment, technical expertise and endeavours in helping us achieve our goals.

We aim for them to recognise us as an employer of choice and one of our key strategic objectives is to engage, train and retain our people. Specifically we:

- Engage and communicate with monthly CEO briefings and our annual conference;
- Recognise our people through our employee recognition scheme and our quarterly safety awards;
- Retain talent by creating clear career paths across the Group;
- Offer a growing number of apprentice schemes and adult training in both technical and leadership skills;
- Ensure that all learning and development programmes align to the business strategy;
- Continue to obtain feedback through our Pulse survey so that we understand what our people are thinking and feeling and make year-on-year improvements; and
- If an employee becomes disabled we seek to continue their employment and arrange appropriate training.

Directors' liability insurance

As permitted by the Articles of Association, the Directors have the benefit of an indemnity with Chubb Limited, which is a qualifying third party indemnity provision as defined by Section 234 of the Companies Act 2006. The indemnity was in force throughout the last financial period and is currently in force. The Company also purchased and maintained throughout the financial period directors' and officers' liability insurance in respect of itself and its Directors.

Independent auditors

Each Director has taken steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information. The Directors confirm that there is no relevant information that they know of and of which they know the auditors are unaware.

This confirmation is given and should be interpreted in accordance with provisions of s418 of the Companies Act 2006.

Reappointment of auditors

A resolution to re-appoint PricewaterhouseCoopers LLP as auditors will be proposed at the Annual General Meeting.

NG Bailey Limited

Directors' Report for the Period from 27 February 2016 to 24 February 2017

Statement of Directors' responsibilities

The Directors are responsible for preparing the Strategic Report, Directors' Report and the financial statements in accordance with applicable law and regulations.

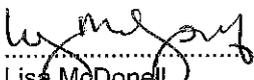
Company law requires the Directors to prepare financial statements for each financial period. Under that law the Directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)", and applicable law). Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards, comprising FRS102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board on 20 June 2017 and signed on its behalf by:


Lisa McDonnell
Company secretary

NG Bailey Limited

Independent Auditors' Report to the Members of NG Bailey Limited

Report on the financial statements

Our opinion

In our opinion, NG Bailey Limited's financial statements ("the financial statements"):

- give a true and fair view of the state of the Company's affairs as at 24 February 2017 and of its profit for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

What we have audited

The financial statements, included within the annual report and financial statements (the "Annual Report"), comprise:

- the balance sheet as at 24 February 2017;
- the profit and loss account for the period then ended;
- the statement of changes in equity for the period then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies and other explanatory information.

The financial reporting framework that has been applied in the preparation of the financial statements is United Kingdom Accounting Standards, comprising FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice).

In applying the financial reporting framework, the Directors have made a number of subjective judgements, for example in respect of significant accounting estimates. In making such estimates, they have made assumptions and considered future events.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

In addition, in light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we are required to report if we have identified any material misstatements in the Strategic Report and the Directors' Report. We have nothing to report in this respect.

Other matters on which we are required to report by exception

Adequacy of accounting records and information and explanations received

Under the Companies Act 2006 we are required to report to you if, in our opinion:

NG Bailey Limited

Independent Auditors' Report to the Members of NG Bailey Limited

- we have not received all the information and explanations we require for our audit; or
- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

Directors' remuneration

Under the Companies Act 2006 we are required to report to you if, in our opinion, certain disclosures of Directors' remuneration specified by law are not made. We have no exceptions to report arising from this responsibility.

Responsibilities for the financial statements and the audit

Our responsibilities and those of the Directors

As explained more fully in the Statement of Directors' Responsibilities (set out on page 6), the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland) ("ISAs (UK & Ireland)"). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors to the financial statements.

This report, including the opinions, has been prepared for and only for the Company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

What an audit of financial statements involves

We conducted our audit in accordance with ISAs (UK & Ireland). An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the Company's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the Directors; and
- the overall presentation of the financial statements.

NG Bailey Limited

Independent Auditors' Report to the Members of NG Bailey Limited

We primarily focus our work in these areas by assessing the Directors' judgements against available evidence, forming our own judgements, and evaluating the disclosures in the financial statements.

We test and examine information, using sampling and other auditing techniques, to the extent we consider necessary to provide a reasonable basis for us to draw conclusions. We obtain audit evidence through testing the effectiveness of controls, substantive procedures or a combination of both.

In addition, we read all the financial and non-financial information in the Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report. With respect to the Strategic Report and Directors' Report, we consider whether those reports include the disclosures required by applicable legal requirements.



.....
Randal Casson FCA (Senior Statutory Auditor)
For and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors

Leeds
United Kingdom

20 June 2017

NG Bailey Limited

Profit and Loss Account for the Period from 27 February 2016 to 24 February 2017

	Note	27 February 2016 to 24 February 2017 £ 000	28 February 2015 to 26 February 2016 £ 000
Turnover	2	347,160	279,732
Cost of sales		<u>(306,743)</u>	<u>(247,610)</u>
Gross profit		40,417	32,122
Administrative expenses		<u>(28,681)</u>	<u>(28,694)</u>
Operating profit	3	11,736	3,428
Income from shares in Group undertakings	8	<u>9,400</u>	<u>1,000</u>
Profit on ordinary activities before taxation charge		21,136	4,428
Taxation charge	6	<u>(2,326)</u>	<u>(729)</u>
Profit for the financial period		<u>18,810</u>	<u>3,699</u>

The above results were derived from continuing operations.

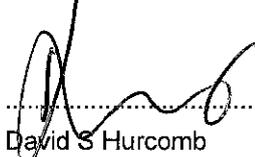
The Company has no recognised gains or losses for the period other than the results above.

There is no material difference between the profit on ordinary activities before taxation and the profit for the financial period stated above and their historical costs.

NG Bailey Limited
(Registration number: 342778)
Balance Sheet as at 24 February 2017

	Note	24 February 2017 £ 000	26 February 2016 £ 000
Fixed assets			
Tangible assets	7	13,769	21,747
Investments	8	1,210	1,210
		<u>14,979</u>	<u>22,957</u>
Current assets			
Stocks	9	458	285
Debtors	10	157,255	142,676
Deferred tax asset	6	1,212	3,309
Cash at bank and in hand		212	-
		<u>159,137</u>	<u>146,270</u>
Creditors: amounts falling due within one year	11	<u>(127,383)</u>	<u>(116,718)</u>
Net current assets		<u>31,754</u>	<u>29,552</u>
Total assets less current liabilities		46,733	52,509
Creditors: amounts falling due after more than one year	11	<u>(4,263)</u>	<u>(10,049)</u>
Net assets		<u>42,470</u>	<u>42,460</u>
Capital and reserves			
Called up share capital	12	4,000	4,000
Retained earnings		<u>38,470</u>	<u>38,460</u>
Total equity		<u>42,470</u>	<u>42,460</u>

Approved and authorised by the Board on 20 June 2017 and signed on its behalf by:



 David S Hurcomb
 Director



 Mike Porter
 Director

NG Bailey Limited

Statement of Changes in Equity for the Period from 27 February 2016 to 24 February 2017

	Note	Called up share capital £ 000	Retained earnings £ 000	Total equity £ 000
At 28 February 2015		4,000	36,261	40,261
Profit for the financial period		-	3,699	3,699
Total comprehensive income		-	3,699	3,699
Dividends	14	-	(1,500)	(1,500)
At 26 February 2016		4,000	38,460	42,460
		Called up share capital £ 000	Retained earnings £ 000	Total equity £ 000
At 27 February 2016		4,000	38,460	42,460
Profit for the financial period		-	18,810	18,810
Total comprehensive income		-	18,810	18,810
Dividends	14	-	(18,800)	(18,800)
At 24 February 2017		4,000	38,470	42,470

The notes on pages 13 to 23 form an integral part of these financial statements.

NG Bailey Limited

Notes to the Financial Statements for the Period from 27 February 2016 to 24 February 2017

1 Accounting policies

The principle accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all periods presented, unless otherwise stated.

Statement of compliance

These financial statements are prepared in accordance with Financial Reporting Standards 102 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' and the Companies Act 2006.

Basis of preparation

These financial statements have been prepared using the historical cost convention except that as disclosed in the accounting policies certain items are shown at fair value.

Group financial statements

The financial statements present information about the Company as an individual undertaking and not about its group. The Company has taken advantage of the exemption from preparing consolidated financial statements as it is itself a subsidiary undertaking.

Cash flow statement

A cash flow statement is not required to be presented under FRS102 paragraph 1.12(b), as the Company is a wholly owned subsidiary of a company, whose publicly available consolidated financial statements include a cash flow statement.

Going concern

The financial statements have been prepared on a going concern basis. Further information is given in the Directors' Report on page 4.

Critical accounting judgements and estimation uncertainty

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect amounts recognised for assets and liabilities at the reporting date and the amounts of revenue and expenses incurred during the reporting period. Actual outcomes may differ from these judgements, estimates and assumptions.

The judgements, estimates and assumptions that have the most significant effect on the carrying value of assets and liabilities of the Company as at 24 February 2017 are discussed below:

Revenue and margin recognition

The Company's revenue recognition and margin recognition policies, which are set out in the long term contracts policy, are fundamental to how the Company values the work it has carried out in each financial period.

These policies require forecasts to be made of the outcome of long term construction services and support services contracts, which require assessments and judgements to be made on recovery of pre-contract costs, contract programmes, maintenance and defects liabilities and changes in costs.

NG Bailey Limited

Notes to the Financial Statements for the Period from 27 February 2016 to 24 February 2017

1 Accounting policies (continued)

Turnover

Turnover, comprises in the main, the value of work executed on long term contracts together with the amounts recognised when invoiced in the period for short term contracts and other activities.

Long term contracts

Revenue is measured at the fair value of the consideration received or receivable for goods and services provided, net of trade discounts, value added and similar sales based taxes.

Revenue and costs on construction contracts are recognised as follows:

- When the outcome of individual contracts can be estimated reliably, contract revenue and contract costs are recognised as revenue and expenses retrospectively by reference to the stage of completion at the reporting date.
- Costs are recognised as incurred and revenue is recognised on the basis of the proportion of total costs at the reporting date to the estimated total costs of the contract.
- No margin is recognised until the outcome of the contract can be assessed with reasonable certainty.
- Provision is made for all known or expected losses on individual contracts once such losses are foreseen.
- Revenue in respect of variations is recognised when it is probable they will be agreed by the customer. Revenue in respect of claims is recognised when negotiations have reached an advanced stage such that it is probable the customer will accept the claim and the probable amount can be measured reliably.
- Profit for the period includes the benefit of claims settled in the period on contracts completed in the previous period.

Stocks

Stocks are stated at the lower of cost, including production overheads, and net realisable value. Net realisable value is based on selling price less anticipated costs to completion and selling costs.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less provision for impairment and depreciation. Depreciation on tangible fixed assets (plant and machinery and fixtures and fittings), which is provided on a straight line basis, is charged over five to seven years.

Taxation

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except that a change attributable to an item of income or expense recognised as other comprehensive income is also recognised directly in other comprehensive income.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company operates and generates taxable income.

NG Bailey Limited

Notes to the Financial Statements for the Period from 27 February 2016 to 24 February 2017

1 Accounting policies (continued)

Deferred income tax is recognised on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements and on unused tax losses or tax credits in the Company. Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

The carrying amount of deferred tax assets are reviewed at each reporting date and a valuation allowance is set up against deferred tax assets so that the net carrying amount equals the highest amount that is more likely than not to be recovered based on current or future taxable profit.

Operating leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the profit and loss account on a straight line basis over the lease term. Any incentives to enter into operating leases are recognised as a reduction of rental expenses over the lease term on a straight line basis.

Pensions

The Company participates in The Pension and Life Assurance Plan of NG Bailey. This is a defined benefit multi-employer scheme which is now closed to new entrants and further accrual, the assets and liabilities of which are held independently from NG Bailey Limited. The Company is unable to identify its share of the underlying assets and liabilities of the scheme and accordingly accounts for the scheme as if it were a defined contribution scheme.

Contributions to defined contribution schemes are accounted for as incurred.

2 Turnover

The turnover and profit of the Company are principally attributable to electrical, mechanical and related contracting activities in the United Kingdom.

3 Operating profit

Operating profit is stated after charging/(crediting):

	27 February 2016 to 24 February 2017 £ 000	28 February 2015 to 26 February 2016 £ 000
Depreciation expense	7,916	8,136
Operating leases - plant and machinery internal	2,118	2,208
Operating leases - plant and machinery external	511	2,134
Operating leases - other assets - internal	978	1,095
Operating leases - other assets - external	608	554
Profit on disposal of property, plant and equipment	<u>(163)</u>	<u>(159)</u>

The Company's audit fees were borne by NG Bailey Group Limited in the current and prior periods. In accordance with SI 2008/489 the Company has not disclosed the fees payable to the Company's auditor for 'other services' as this information is included in the consolidated financial statements of NG Bailey Group Limited.

NG Bailey Limited

Notes to the Financial Statements for the Period from 27 February 2016 to 24 February 2017

4 Staff costs

The average monthly number of persons employed by the Company (including Directors) during the period, analysed by category was as follows:

	27 February 2016 to 24 February 2017 No.	28 February 2015 to 26 February 2016 No.
Management, engineering, sales and administrative	941	903
Hourly paid	565	573
	<u>1,506</u>	<u>1,476</u>

The aggregate payroll costs (including Directors' remuneration) were as follows:

	27 February 2016 to 24 February 2017 £ 000	28 February 2015 to 26 February 2016 £ 000
Wages and salaries	63,254	61,238
Social security costs	6,597	6,495
Other pension costs	5,059	4,704
	<u>74,910</u>	<u>72,437</u>

5 Directors' remuneration

No emoluments were paid to the Directors by the Company during the period ended 24 February 2017 (2016: £nil). Details of the remuneration of Directors of the Company who are also Directors of the ultimate holding company, NG Bailey Group Limited, are disclosed in the financial statements of that parent company. It is not practical to allocate the remuneration of such Directors across the trading companies of the Group.

The Company is a qualifying entity under FRS102 and therefore has taken advantage of disclosure exemptions available to it regarding the disclosure of the remuneration of the Company's key management personnel.

NG Bailey Limited

Notes to the Financial Statements for the Period from 27 February 2016 to 24 February 2017

6 Income tax

Tax charged/(credited) in the profit and loss account

	27 February 2016 to 24 February 2017 £ 000	28 February 2015 to 26 February 2016 £ 000
Current taxation		
Corporation tax charge on profit for the period	304	75
Adjustments in respect of prior periods	<u>(75)</u>	<u>(72)</u>
Total current tax charge	<u>229</u>	<u>3</u>
Deferred taxation		
Arising from origination and reversal of timing differences	2,234	863
Adjustments in respect of prior periods	<u>(137)</u>	<u>(137)</u>
Total deferred tax charge	<u>2,097</u>	<u>726</u>
Total tax charge	<u><u>2,326</u></u>	<u><u>729</u></u>

The tax on profit before taxation for the period is lower than the standard rate of corporation tax in the UK (2016: lower than the standard rate of corporation tax in the UK) of 20% (2016: 20.08%).

The differences are reconciled below:

	27 February 2016 to 24 February 2017 £ 000	28 February 2015 to 26 February 2016 £ 000
Profit before tax	<u>21,136</u>	<u>4,428</u>
Corporation tax at standard rate of 20% (2016: 20.08%)	4,227	889
Income not taxable	(35)	-
Expenses not deductible for tax purposes	246	94
Impact of change in tax rate	(20)	156
Adjustments in respect of prior periods	(212)	(209)
Dividends receivable from Group companies	<u>(1,880)</u>	<u>(201)</u>
Total tax charge	<u><u>2,326</u></u>	<u><u>729</u></u>

NG Bailey Limited

Notes to the Financial Statements for the Period from 27 February 2016 to 24 February 2017

6 Income tax (continued)

A reduction in the UK corporation tax rate from 20% to 19% took effect from 1 April 2017. In March 2016, a further change in the UK corporation tax rate was announced, being a reduction to 17% from 1 April 2020. This change was substantively enacted by the balance sheet date. Deferred tax balances at 24 February 2017 have been measured at a rate of 17%, being the average rate at which deferred tax assets and liabilities are expected to reverse (2016: 19%).

Deferred tax

Deferred tax assets

	Asset £ 000
2017	
Difference between accumulated depreciation and capital allowances	285
Other timing differences	559
Tax losses carried forward	368
	<u>1,212</u>
	Asset £ 000
2016	
Difference between accumulated depreciation and capital allowances	322
Other timing differences	546
Tax losses carried forward	2,441
	<u>3,309</u>

The net deferred tax asset expected to reverse within 12 months of the balance sheet date is £790k. This relates to the utilisation of tax losses and the reversal of other timing differences.

NG Bailey Limited

Notes to the Financial Statements for the Period from 27 February 2016 to 24 February 2017

7 Tangible assets

	Furniture, fittings and equipment £ 000	Other property, plant and equipment £ 000	Total £ 000
Cost			
At 27 February 2016	3,755	39,655	43,410
Additions	52	79	131
Disposals	(440)	(704)	(1,144)
At 24 February 2017	<u>3,367</u>	<u>39,030</u>	<u>42,397</u>
Depreciation			
At 27 February 2016	3,536	18,127	21,663
Charge for the period	62	7,854	7,916
Eliminated on disposal	(231)	(720)	(951)
At 24 February 2017	<u>3,367</u>	<u>25,261</u>	<u>28,628</u>
Carrying amount			
At 24 February 2017	<u>-</u>	<u>13,769</u>	<u>13,769</u>
At 26 February 2016	<u>219</u>	<u>21,528</u>	<u>21,747</u>

8 Investments

	24 February 2017 £ 000	26 February 2016 £ 000
Investments in subsidiaries	<u>1,210</u>	<u>1,210</u>

NG Bailey Limited

Notes to the Financial Statements for the Period from 27 February 2016 to 24 February 2017

8 Investments (continued)

Details of undertakings

Details of the investments in which the Company holds any class of share capital are as follows:

Undertaking	Holding	Proportion of voting rights and shares held	
		2017	2016
Subsidiary undertakings			
NG Bailey IT Services Limited	Ordinary	100%	100%
NG Bailey Facilities Services Limited	Ordinary	100%	100%
NG Bailey Engineering Limited	Ordinary	100%	100%
Bailey Interiors Limited	Ordinary	100%	100%
Bailey Building Services Limited	Ordinary	100%	100%
Bailey Facilities Management Limited	Ordinary	100%	100%
Bailey Rail Limited	Ordinary	100%	100%
Bailey Building Management Limited	Ordinary	100%	100%

The principal activities of the above companies are electrical, mechanical and control engineering contracting and maintenance, design, supply and installation of voice, data and structured cabling solutions and installation of ceilings and partitions.

NG Bailey Limited directly owns the shares in these companies which are 100% owned and registered in England.

All of the companies listed above were incorporated in England and their registered office is Denton Hall, Ilkley, West Yorkshire, LS29 0HH.

The nominal value of share capital of all of the subsidiary companies comprises Ordinary Shares.

The Directors believe that the carrying value of the investments is supported by their underlying net assets.

Dividends of £9.4m were received from NG Bailey Facilities Services Limited and NG Bailey IT Services Limited during the period (2016: NG Bailey Facilities Services Limited: £1.0m).

NG Bailey Limited

Notes to the Financial Statements for the Period from 27 February 2016 to 24 February 2017

9 Stocks

	24 February 2017 £ 000	26 February 2016 £ 000
Stocks	127	232
Work in progress	331	53
	458	285

10 Debtors

	24 February 2017 £ 000	26 February 2016 £ 000
Trade debtors	7,392	4,745
Amounts owed by Group undertakings	76,051	71,102
Amounts recoverable on long term contracts	71,594	64,152
Corporation tax	810	960
Other receivables	56	39
Prepayments and accrued income	1,352	1,678
	157,255	142,676

Amounts owed by Group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

11 Creditors

	24 February 2017 £ 000	26 February 2016 £ 000
Due within one year		
Payments received on account	7,509	10,564
Trade creditors	100,235	84,328
Other creditors	12,624	15,928
Accruals and deferred income	7,015	5,898
	127,383	116,718
Due after one year		
Accruals and deferred income	4,263	10,049
	4,263	10,049

Creditors due after one year represents advance payments received on contracts with a term greater than one year. The maturity does not extend beyond five years.

NG Bailey Limited

Notes to the Financial Statements for the Period from 27 February 2016 to 24 February 2017

12 Called up share capital

Allotted, called up and fully paid shares

	24 February 2017		26 February 2016	
	No. 000	£ 000	No. 000	£ 000
Authorised shares of £1 each	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>

13 Pension and other schemes

Defined contribution pension scheme

The Company operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the Company to the scheme and amounted to £5,059,000 (2016: £4,704,000).

Defined benefit pension scheme

Multi-employer plan

The Company participates in The Pension and Life Assurance Plan of NG Bailey. This is a defined benefit multi-employer scheme, the assets and liabilities of which are held independently from the Group.

The Company is unable to identify its share of the underlying assets and liabilities of the scheme and accordingly accounts for the scheme as if it were a defined contribution scheme.

As stated in NG Bailey Group Limited financial statements for the period ended 24 February 2017, the FRS102 valuation at 24 February 2017 showed that the market value of the scheme assets was £347.6m and that the value of these assets represented 108% of the estimated liability of benefits for members.

Further details of the latest actuarial valuation, funding policy and FRS102 valuation are disclosed in the financial statements of NG Bailey Group Limited.

14 Dividends

	24 February 2017 £ 000	26 February 2016 £ 000
Final dividend of £4.70 (2016: £0.375) per ordinary share	<u>18,800</u>	<u>1,500</u>

NG Bailey Limited

Notes to the Financial Statements for the Period from 27 February 2016 to 24 February 2017

15 Commitments

Capital commitments

The total amount contracted for but not provided in the financial statements was £nil (2016: £nil).

16 Parent and ultimate parent undertaking

The immediate and ultimate parent company and ultimate controlling party is NG Bailey Group Limited, registered in England, whose financial statements can be obtained from Companies House, Cardiff.

The largest and smallest group in which the Company results are consolidated is NG Bailey Group Limited.

17 Related party transactions

The Company has taken advantage of the exemption in FRS102 paragraph 33.1A "Related Party Disclosures" from disclosing transactions with other wholly owned members of the Group.

Registration number: 342778

NG Bailey Limited

Annual Report and Financial Statements

for the Period from 25 February 2017 to 2 March 2018

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NG Bailey Limited

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NG Bailey Limited
Company Information

Directors

David S Hurcomb
Mike Porter

Company secretary

Lisa McDonell

Registered office

Denton Hall
Denton
Ilkley
West Yorkshire
LS29 OHH

Bankers

HSBC

Independent Auditors

PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Leeds
United Kingdom

NG Bailey Limited

Strategic Report for the Period from 25 February 2017 to 2 March 2018

The Directors present their Strategic Report for the period from 25 February 2017 to 2 March 2018.

Principal activities

The principal activity of the company is sustainable mechanical and electrical engineering services, with a mix of regional and large strategic projects across a range of industry sectors including rail, manufacturing, industrial, power and nuclear. The company offers design and build services, embedding award winning elements of innovation, building information modelling and offsite solutions into its engineering operations.

Business review

The general economic environment has continued to be uncertain in 2017/18 following the UK's decision to exit the European Union with noticeable delays to investment decisions and late project cancellations. However, the Government has confirmed its commitment to invest in infrastructure and we remain positive that the markets in which we operate will remain resilient.

The business delivered a strong performance in the period with an operating profit before exceptional items of £13.3m (2017: £11.7m). Whilst turnover has decreased by 6% due to the timing of projects, profit has improved due to the continued utilisation of a selective 'bid no bid' strategy, focus on waste reduction and driving business improvement through processes and systemisation.

The performance of our core mechanical and engineering business continues to be profitable. The Directors have continued to support the specialist operations of Rail and Offsite, both of which provide NG Bailey Limited with a competitive advantage in their chosen markets. Our Energy business, now in its fourth full year of trading, has also continued to contribute to our revenue stream. We continue to invest, particularly in technical intellect, resulting in increased overheads, whilst maintaining tight control of costs and administration expenses.

On 15 January 2018, Carillion plc filed for compulsory liquidation. As a result of the Carillion liquidation, NG Bailey Limited has recognised £2.1m (2017: £nil) of exceptional costs for irrecoverable contract costs.

The Company received dividends of £2.5m (2017: £9.4m) from its subsidiaries in the period. The Company paid a dividend to its parent company of £12.5m (2017: £18.8m) in the period.

The balance sheet remains strong with net assets of £41.5m (2017: £42.5m). The Directors believe that it is increasingly important that our clients, suppliers and employees are able to rely on the continued financial strength of NG Bailey Limited.

Looking forward, the business has a healthy order book and the Directors are cautiously optimistic about the future prospects of the Company.

The Company's key financial performance indicators during the period were as follows:

	Unit	2018	2017
Turnover	£m	325.8	347.2
Gross profit margin	%	13.0	11.6
Operating profit (before exceptional items)	£m	13.3	11.7
Operating profit	£m	11.2	11.7

NG Bailey Limited

Strategic Report for the Period from 25 February 2017 to 2 March 2018

Principal risks and uncertainties

Health and safety continues to be a key focus of risk management for the Company, with a strong emphasis on "Safety First and Foremost". This has been developed to influence our employees, our customers and our supply chain, through leadership, to behave in a way that puts safety first. There are comprehensive health and safety policies and procedures in place.

Given the uncertain economy, there remain risks of insolvency within the construction industry. The Company has continued to tightly manage its cashflows through robust commercial administration of our contracts. In addition, we will continue to apply a rigorous 'bid no bid' process to ensure we only win work where the margin is commensurate with the risk. Our continued investment in people, technology and training leaves the business well placed to differentiate itself in an environment which remains competitive.

Management continue to work hard to diversify the Company's business into new sectors such as energy, infrastructure and nuclear as Government spending plans present opportunities.

The Company manages all trading risks by providing added value services to its customers, being fully committed to supplying products and installations of the highest quality and by maintaining strong, cooperative relationships with its clients.

The day-to-day risks faced by the business are controlled by the application of the Business Management System, which contains a framework of policies and procedures, designed with the objective of minimising avoidable risks to the business.

Approved by the Board on 12 June 2018 and signed on its behalf by:



Lisa McDonnell
Company secretary

NG Bailey Limited

Directors' Report for the Period from 25 February 2017 to 2 March 2018

The Directors present their report and the audited financial statements for the period from 25 February 2017 to 2 March 2018.

Directors of the Company

The Directors who held office during the period and subsequently were as follows:

David S Hurcomb
Mike Porter

Going concern

The Company is part of the group headed up by NG Bailey Group Limited (the "Group").

The Group's business activities, together with the factors likely to affect its future development, performance and position are set out in the financial statements of NG Bailey Group Limited.

The Group has considerable liquid financial resources including cash and short-term deposits of £50.8m and current asset investments with a market value of £34.1m. There is no external debt in the Group at the balance sheet date. The Group has contracts with a number of customers and suppliers across different industries. As a consequence, the Directors believe that the Group is well placed to manage its business risks successfully.

As noted in the Business Review, the Company itself has its own financial strength. This is demonstrated with £41.5m net assets at the balance sheet date (2017: £42.5m) after the payment of a dividend of £12.5m in the period (2017: £18.8m).

After making enquiries, including a review of forecasts for a period extending to 12 months from the date of signing the financial statements, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis of accounting in preparing the financial statements.

Dividends

The Directors proposed and approved that a final dividend payment of £3.125 per share on the Ordinary Shares of £1 each is paid in respect of the financial period ended 2 March 2018 (2017: £4.70 per share on the Ordinary Shares of £1 each).

Research and development

Research and development activities focus on how we can continue to enhance our technical expertise and offering. This includes our offsite manufacturing facility and responding to technical challenges as new projects are tendered.

Directors' liability insurance

As permitted by the Articles of Association, the Directors have the benefit of an indemnity with Chubb Limited, which is a qualifying third-party indemnity provision as defined by Section 234 of the Companies Act 2006. The indemnity was in force throughout the last financial period and is currently in force. The Company also purchased and maintained throughout the financial period directors' and officers' liability insurance in respect of itself and its Directors.

NG Bailey Limited

Directors' Report for the Period from 25 February 2017 to 2 March 2018

Employees

Our people are at the heart of everything we do and we recognise their commitment, technical expertise and endeavours in helping us achieve our goals.

We aim for them to recognise us as an employer of choice and one of our key strategic objectives is to engage, train and retain our people. Specifically we:

- engage and communicate with team briefings, monthly CEO briefings and our annual conference;
- recognise our people through our employee recognition scheme 'values awards' and our CEO's annual award for health and safety best practice;
- retain talent by creating clear career paths across the Group;
- offer a growing number of apprentice schemes and adult training in both technical and leadership skills;
- ensure that all learning and development programmes align to the business strategy;
- have achieved Investors in People status and Investors in Diversity status;
- continue to obtain feedback through our biannual 'Pulse' survey so that we understand what our people are thinking and feeling and make year-on-year improvements; and
- give full and fair consideration (having regard to the person's particular aptitudes and abilities) to applications for employment that disabled persons make to the Company and if an employee becomes disabled we seek to continue their employment and arrange appropriate training.

Independent auditors

Each Director has taken steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information. The Directors confirm that there is no relevant information that they know of and of which they know the auditors are unaware.

This confirmation is given and should be interpreted in accordance with provisions of s418 of the Companies Act 2006.

Reappointment of auditors

A resolution to re-appoint PricewaterhouseCoopers LLP as auditors will be proposed at the Annual General Meeting.

NG Bailey Limited

Directors' Report for the Period from 25 February 2017 to 2 March 2018

Statement of Directors' responsibilities

The Directors are responsible for preparing the Strategic Report, Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial period. Under that law the Directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)", and applicable law). Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards, comprising FRS102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006.

The Directors are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board on 12 June 2018 and signed on its behalf by:



Lisa McDonnell
Company secretary

NG Bailey Limited

Independent Auditors' Report to the Members of NG Bailey Limited

Report on the audit of the financial statements

Opinion

In our opinion, NG Bailey Limited's financial statements:

- give a true and fair view of the state of the Company's affairs as at 2 March 2018 and of its profit for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and financial statements (the "Annual Report"), which comprise: the balance sheet as at 2 March 2018; the profit and loss account, the statement of changes in equity for the period then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which ISAs (UK) require us to report to you when:

- the Directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Company's ability to continue as a going concern.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The Directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If

NG Bailey Limited

Independent Auditors' Report to the Members of NG Bailey Limited

Reporting on other information (continued)

we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic Report and Directors' Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (UK) require us also to report certain opinions and matters as described below.

Strategic Report and Directors' Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic Report and Directors' Report for the period ended 2 March 2018 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic Report and Directors' Report.

Responsibilities for the financial statements and the audit

Responsibilities of the Directors for the financial statements

As explained more fully in the Statement of Directors' Responsibilities set out on page 6, the Directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The Directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the Company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other

NG Bailey Limited

Independent Auditors' Report to the Members of NG Bailey Limited

Responsibilities for the financial statements and the audit (continued)

Use of this report (continued)

person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the Company, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- the financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.



Randal Casson FCA (Senior Statutory Auditor)
For and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Leeds

12 June 2018

NG Bailey Limited

Profit and Loss Account for the Period from 25 February 2017 to 2 March 2018

	Note	25 February 2017 to 2 March 2018 £ 000	27 February 2016 to 24 February 2017 £ 000
Turnover	2	325,817	347,160
Cost of sales including exceptional costs of £2,053k (2017: £nil)		<u>(283,463)</u>	<u>(306,743)</u>
Gross profit		42,354	40,417
Administrative expenses		(31,151)	(28,681)
Operating profit (before exceptional items)	3	13,256	11,736
Operating profit	3	11,203	11,736
Income from shares in Group undertakings	8	<u>2,500</u>	<u>9,400</u>
Profit on ordinary activities before taxation charge		13,703	21,136
Taxation charge	6	<u>(2,222)</u>	<u>(2,326)</u>
Profit for the financial period		<u>11,481</u>	<u>18,810</u>

The above results were derived from continuing operations.

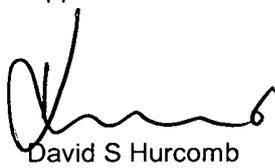
The Company has no recognised gains or losses for the period other than the results above.

NG Bailey Limited

(Registration number: 342778)
Balance Sheet as at 2 March 2018

	Note	2 March 2018 £ 000	24 February 2017 £ 000
Fixed assets			
Tangible assets	7	5,960	13,769
Investments	8	1,210	1,210
		<u>7,170</u>	<u>14,979</u>
Current assets			
Stocks	9	1,398	458
Debtors	10	149,359	157,255
Deferred tax asset	6	266	1,212
Cash at bank and in hand		272	212
		<u>151,295</u>	<u>159,137</u>
Creditors: amounts falling due within one year	11	<u>(117,014)</u>	<u>(127,383)</u>
Net current assets		<u>34,281</u>	<u>31,754</u>
Total assets less current liabilities		41,451	46,733
Creditors: amounts falling due after more than one year	11	<u>-</u>	<u>(4,263)</u>
Net assets		<u>41,451</u>	<u>42,470</u>
Capital and reserves			
Called up share capital	12	4,000	4,000
Retained earnings		<u>37,451</u>	<u>38,470</u>
Total equity		<u>41,451</u>	<u>42,470</u>

Approved and authorised by the Board on 12 June 2018 and signed on its behalf by:



David S Hurcomb
Director



Mike Porter
Director

The notes on pages 13 to 23 form an integral part of these financial statements.

NG Bailey Limited

Statement of Changes in Equity for the Period from 25 February 2017 to 2 March 2018

	Note	Called up share capital £ 000	Retained earnings £ 000	Total equity £ 000
At 27 February 2016		4,000	38,460	42,460
Profit for the financial period		-	18,810	18,810
Total comprehensive income		-	18,810	18,810
Dividends	14	-	(18,800)	(18,800)
At 24 February 2017		4,000	38,470	42,470
		Called up share capital £ 000	Retained earnings £ 000	Total equity £ 000
At 25 February 2017		4,000	38,470	42,470
Profit for the financial period		-	11,481	11,481
Total comprehensive income		-	11,481	11,481
Dividends	14	-	(12,500)	(12,500)
At 2 March 2018		4,000	37,451	41,451

The notes on pages 13 to 23 form an integral part of these financial statements.

NG Bailey Limited

Notes to the Financial Statements for the Period from 25 February 2017 to 2 March 2018

1 Accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the periods presented, unless otherwise stated.

Statement of compliance

These financial statements are prepared in accordance with Financial Reporting Standards 102 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' and the Companies Act 2006.

Basis of preparation

These financial statements have been prepared using the historical cost convention except that as disclosed in the accounting policies certain items are shown at fair value.

Group financial statements

The financial statements present information about the Company as an individual undertaking and not about its group. The Company has taken advantage of the exemption from preparing consolidated financial statements as it is itself a subsidiary undertaking.

Cash flow statement

A cash flow statement is not required to be presented under FRS102 paragraph 1.12(b), as the Company is a wholly owned subsidiary of a company, whose publicly available consolidated financial statements include a cash flow statement.

Going concern

The financial statements have been prepared on a going concern basis. Further information is given in the Directors' Report on page 4.

Critical accounting judgements and estimation uncertainty

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect amounts recognised for assets and liabilities at the reporting date and the amounts of revenue and expenses incurred during the reporting period. Actual outcomes may differ from these judgements, estimates and assumptions.

The judgements, estimates and assumptions that have the most significant effect on the carrying value of assets and liabilities of the Company as at 2 March 2018 are discussed below:

Revenue and margin recognition:

The Company's revenue recognition and margin recognition policies, which are set out in the long-term contracts policy, are fundamental to how the Company values the work it has carried out in each financial period.

These policies require forecasts to be made of the outcome of long-term construction services and support services contracts, which require assessments and judgements to be made on recovery of pre-contract costs, contract programmes, maintenance and defects liabilities and changes in costs.

NG Bailey Limited

Notes to the Financial Statements for the Period from 25 February 2017 to 2 March 2018

1 Accounting policies (continued)

Turnover

Turnover, comprises in the main, the value of work executed on long-term contracts together with the amounts recognised when invoiced in the period for short-term contracts and other activities.

Long-term contracts

Revenue is measured at the fair value of the consideration received or receivable for goods and services provided, net of trade discounts, value added and similar sales based taxes.

Revenue and costs on construction contracts are recognised as follows:

- when the outcome of individual contracts can be estimated reliably, contract revenue and contract costs are recognised as revenue and expenses retrospectively by reference to the stage of completion at the reporting date
- costs are recognised as incurred and revenue is recognised on the basis of the proportion of total costs at the reporting date to the estimated total costs of the contract
- no margin is recognised until the outcome of the contract can be assessed with reasonable certainty
- provision is made for all known or expected losses on individual contracts once such losses are foreseen
- revenue in respect of variations is recognised when it is probable they will be agreed by the customer. Revenue in respect of claims is recognised when negotiations have reached an advanced stage such that it is probable the customer will accept the claim and the probable amount can be measured reliably
- profit for the period includes the benefit of claims settled in the period on contracts completed in the previous period
- payments received on account are deducted from work in progress and if in excess of individual contract values are included in creditors

Stocks

Stocks are stated at the lower of cost, including production overheads, and net realisable value after due regard for obsolete and slow moving stocks. Net realisable value is based on selling price less anticipated costs to completion and selling costs.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less provision for impairment and depreciation. Depreciation on tangible fixed assets, which is provided on a straight-line basis, is charged over five to seven years for plant and machinery and fixtures and fittings.

Taxation

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except that a change attributable to an item of income or expense recognised as other comprehensive income is also recognised directly in other comprehensive income.

The current tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company operates and generates taxable income.

NG Bailey Limited

Notes to the Financial Statements for the Period from 25 February 2017 to 2 March 2018

1 Accounting policies (continued)

Deferred tax is recognised on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements and on unused tax losses or tax credits in the Company. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

The carrying amount of deferred tax assets are reviewed at each reporting date and a valuation allowance is set up against deferred tax assets so that the net carrying amount equals the highest amount that is more likely than not to be recovered based on current or future taxable profit.

Operating leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the profit and loss account on a straight-line basis over the lease term. Any incentives to enter into operating leases are recognised as a reduction of rental expenses over the lease term on a straight-line basis.

Pensions

The Company participates in The Pension and Life Assurance Plan of NG Bailey. This is a defined benefit multi-employer scheme which is now closed to new entrants and further accrual, the assets and liabilities of which are held independently from NG Bailey Limited. The Company is unable to identify its share of the underlying assets and liabilities of the scheme and accordingly accounts for the scheme as if it were a defined contribution scheme.

Contributions to defined contribution schemes are accounted for as incurred.

2 Turnover

The turnover and profit of the Company are principally attributable to electrical, mechanical and related contracting activities in the United Kingdom.

3 Operating profit

Operating profit is stated after charging/(crediting):

	25 February 2017 to 2 March 2018	27 February 2016 to 24 February 2017
	£ 000	£ 000
Depreciation expense	8,009	7,916
Operating leases - plant and machinery	3,138	2,629
Operating leases - other assets	1,615	1,586
Loss/(profit) on disposal of property, plant and equipment	21	(163)

The Company's audit fees were borne by NG Bailey Group Limited in the current and prior periods. In accordance with SI 2008/489 the Company has not disclosed the fees payable to the Company's auditor for 'other services' as this information is included in the consolidated financial statements of NG Bailey Group Limited.

Exceptional items

On 15 January 2018, Carillion plc filed for compulsory liquidation. As a result of the Carillion liquidation, NG Bailey Ltd has recognised £2,053k (2017: £nil) of exceptional costs for irrecoverable contract costs.

NG Bailey Limited

Notes to the Financial Statements for the Period from 25 February 2017 to 2 March 2018

4 Staff costs

The average monthly number of persons employed by the Company (including Directors) during the period, analysed by category was as follows:

	25 February 2017 to 2 March 2018	27 February 2016 to 24 February 2017
	No.	No.
Management, engineering, sales and administrative	921	941
Hourly paid	482	565
	<u>1,403</u>	<u>1,506</u>

The aggregate payroll costs (including Directors' remuneration) were as follows:

	25 February 2017 to 2 March 2018	27 February 2016 to 24 February 2017
	£ 000	£ 000
Wages and salaries	61,636	63,254
Social security costs	6,770	6,597
Other pension costs	5,317	5,059
	<u>73,723</u>	<u>74,910</u>

5 Directors' remuneration

No emoluments were paid to the Directors by the Company during the period ended 2 March 2018 (2017: £nil). Details of the remuneration of Directors of the Company who are also Directors of the ultimate holding company, NG Bailey Group Limited, are disclosed in the financial statements of that parent company. It is not practical to allocate the remuneration of such Directors across the trading companies of the Group.

The Company is a qualifying entity under FRS102 and therefore has taken advantage of disclosure exemptions available to it regarding the disclosure of the remuneration of the Company's key management personnel.

NG Bailey Limited

Notes to the Financial Statements for the Period from 25 February 2017 to 2 March 2018

6 Income tax

Tax charged/(credited) in the profit and loss account

	25 February 2017 to 2 March 2018 £ 000	27 February 2016 to 24 February 2017 £ 000
Current taxation		
Corporation tax charge on profit for the period	1,109	304
Adjustments in respect of prior periods	167	(75)
Total current tax charge	1,276	229
Deferred taxation		
Arising from origination and reversal of timing differences	944	2,254
Impact of change in tax rates	(52)	(20)
Adjustments in respect of prior periods	54	(137)
Total deferred tax charge	946	2,097
Total tax charge	2,222	2,326

The tax on profit before taxation for the period is lower than the standard rate of corporation tax in the UK (2017: lower than the standard rate of corporation tax in the UK) of 19.08% (2017: 20%).

The differences are reconciled below:

	25 February 2017 to 2 March 2018 £ 000	27 February 2016 to 24 February 2017 £ 000
Profit before tax	13,703	21,136
Corporation tax at standard rate of 19.08% (2017: 20%)	2,615	4,227
Income not taxable	(115)	(35)
Expenses not deductible for tax purposes	30	246
Impact of change in tax rates	(52)	(20)
Adjustments in respect of prior periods	221	(212)
Dividends receivable from Group companies	(477)	(1,880)
Total tax charge	2,222	2,326

NG Bailey Limited

Notes to the Financial Statements for the Period from 25 February 2017 to 2 March 2018

6 Income tax (continued)

A reduction in the UK corporation tax rate from 20% to 19% took effect from 1 April 2017. A further reduction in the main rate of UK corporation tax from 19% to 17% was substantively enacted on 6 September 2016. This will have effect from 1 April 2020. Deferred tax balances at 2 March 2018 have been measured at a rate of 17%, being the rate at which deferred tax assets and liabilities are expected to reverse (2017: 17%).

Deferred tax

Deferred tax assets

	Asset £ 000
2018	
Difference between accumulated depreciation and capital allowances	141
Other timing differences	125
Tax losses carried forward	-
	<hr/> 266
2017	
Difference between accumulated depreciation and capital allowances	285
Other timing differences	559
Tax losses carried forward	368
	<hr/> 1,212

The net deferred tax asset expected to reverse within 12 months of the balance sheet date is £100k (2017: £790k). This relates to the reversal of other timing differences.

NG Bailey Limited

Notes to the Financial Statements for the Period from 25 February 2017 to 2 March 2018

7 Tangible assets

	Furniture, fittings and equipment £ 000	Other property, plant and equipment £ 000	Total £ 000
Cost			
At 25 February 2017	3,367	39,030	42,397
Additions	-	221	221
Disposals	-	(60)	(60)
At 2 March 2018	<u>3,367</u>	<u>39,191</u>	<u>42,558</u>
Depreciation			
At 25 February 2017	3,367	25,261	28,628
Charge for the period	-	8,009	8,009
Eliminated on disposal	-	(39)	(39)
At 2 March 2018	<u>3,367</u>	<u>33,231</u>	<u>36,598</u>
Carrying amount			
At 2 March 2018	<u>-</u>	<u>5,960</u>	<u>5,960</u>
At 24 February 2017	<u>-</u>	<u>13,769</u>	<u>13,769</u>

8 Investments

	2 March 2018 £ 000	24 February 2017 £ 000
Investments in subsidiaries	<u>1,210</u>	<u>1,210</u>

NG Bailey Limited

Notes to the Financial Statements for the Period from 25 February 2017 to 2 March 2018

8 Investments (continued)

Details of undertakings

Details of the investments in which the Company holds any class of share capital are as follows:

Undertaking	Holding	Proportion of voting rights and shares held	
		2018	2017
Subsidiary undertakings			
NG Bailey IT Services Limited	Ordinary	100%	100%
NG Bailey Facilities Services Limited	Ordinary	100%	100%
NG Bailey Engineering Limited	Ordinary	100%	100%
Bailey Building Services Limited	Ordinary	100%	100%
Bailey Facilities Management Limited	Ordinary	100%	100%
Bailey Rail Limited	Ordinary	100%	100%
Bailey Building Management Limited	Ordinary	100%	100%

The principal activities of the above companies are electrical, mechanical and control engineering contracting and maintenance, design, supply and installation of voice, data and structured cabling solutions and installation of ceilings and partitions.

NG Bailey Limited directly owns the shares in these companies which are 100% owned and registered in England.

All of the companies listed above were incorporated in England and their registered office is Denton Hall, Ilkley, West Yorkshire, LS29 0HH.

The nominal value of share capital of all of the subsidiary companies comprises Ordinary Shares.

The Directors believe that the carrying value of the investments is supported by their underlying net assets.

Dividends of £2.5m were received from NG Bailey Facilities Services Limited during the period (2017: NG Bailey Facilities Services Limited and NG Bailey IT Services Limited: £9.4m).

NG Bailey Limited

Notes to the Financial Statements for the Period from 25 February 2017 to 2 March 2018

9 Stocks

	2 March 2018 £ 000	24 February 2017 £ 000
Stocks	78	127
Work in progress	1,320	331
	1,398	458

10 Debtors

	2 March 2018 £ 000	24 February 2017 £ 000
Trade debtors	6,822	7,392
Amounts owed by Group undertakings	64,710	76,051
Amounts recoverable on long-term contracts	76,310	71,594
Group relief	56	810
Other debtors	44	56
Prepayments and accrued income	1,417	1,352
	149,359	157,255

Amounts owed by Group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

11 Creditors

	2 March 2018 £ 000	24 February 2017 £ 000
Due within one year		
Payments received on account	4,364	7,509
Trade creditors and trade accruals	91,209	100,235
Other creditors	11,646	12,624
Accruals and deferred income	9,795	7,015
	117,014	127,383
Due after one year		
Accruals and deferred income	-	4,263
	-	4,263

Creditors due after one year represents advance payments received on contracts with a term greater than one year. The maturity does not extend beyond five years.

NG Bailey Limited

Notes to the Financial Statements for the Period from 25 February 2017 to 2 March 2018

12 Called up share capital

Allotted, called up and fully paid shares

	2 March 2018		24 February 2017	
	No. 000	£ 000	No. 000	£ 000
Authorised shares of £1 each	4,000	4,000	4,000	4,000

13 Pension and other schemes

Defined contribution pension scheme

The Company operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the Company to the scheme and amounted to £5,317,000 (2017: £5,059,000).

Defined benefit pension scheme

Multi-employer plan

The Company participates in The Pension and Life Assurance Plan of NG Bailey. This is a defined benefit multi-employer scheme, the assets and liabilities of which are held independently from the Group.

The Company is unable to identify its share of the underlying assets and liabilities of the scheme and accordingly accounts for the scheme as if it were a defined contribution scheme.

As stated in the NG Bailey Group Limited financial statements for the period ended 2 March 2018, the FRS102 valuation at 2 March 2018 showed that the market value of the scheme assets was £345.8m (2017: £347.6m) and that the value of these assets represented 111% (2017: 108%) of the estimated liability of benefits for members.

Further details of the latest actuarial valuation, funding policy and FRS102 valuation are disclosed in the financial statements of NG Bailey Group Limited.

14 Dividends

	25 February 2017 to 2 March 2018	27 February 2016 to 24 February 2017
	£ 000	£ 000
Final dividend of £3.125 (2017: £4.70) per Ordinary Share	12,500	18,800

15 Commitments

Capital commitments

The total amount contracted for but not provided in the financial statements was £nil (2017: £nil).

NG Bailey Limited

Notes to the Financial Statements for the Period from 25 February 2017 to 2 March 2018

16 Parent and ultimate parent undertaking

The immediate and ultimate parent company and ultimate controlling party is NG Bailey Group Limited, registered in England, whose financial statements can be obtained from Companies House, Cardiff.

The largest and smallest group in which the Company results are consolidated is NG Bailey Group Limited.

17 Related party transactions

The Company has taken advantage of the exemption in FRS102 paragraph 33.1A "Related Party Disclosures" from disclosing transactions with other wholly owned members of the Group.

NG BAILEY GROUP

ANTI-SLAVERY AND HUMAN TRAFFICKING POLICY

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1. INTRODUCTION

Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain.

The NG Bailey group of companies ("NG Bailey") is committed to acting ethically and with integrity in all its business dealings and relationships. It has designed systems and controls aimed at assessing and reducing the risk of modern slavery taking place in its own business and in its supply chains.

NG Bailey is also committed to ensuring there is transparency in its own business and in its approach to tackling modern slavery throughout its supply chains, consistent with the disclosure obligations under the Modern Slavery Act 2015 and our full modern slavery statement can be found online at www.ngbailey.com. NG Bailey expect the same high standards from all of its contractors, suppliers and other business partners, and as part of its contracting processes, NG Bailey includes specific prohibitions against the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude, whether adults or children. NG Bailey expects that its suppliers will hold their own suppliers to the same high standards.

This policy applies to all persons working for NG Bailey or on its behalf in any capacity, including employees at all levels, directors, officers, agency workers, seconded workers, volunteers, interns, agents, contractors, external consultants, third-party representatives and suppliers.

This policy does not form part of any employee's contract of employment and may be amended at any time.

2. RESPONSIBILITY FOR THIS POLICY

The board of directors has overall responsibility for ensuring this policy complies with NG Bailey's legal and ethical obligations, and that all those under NG Bailey's control comply with it.

The Group HR Director has primary and day-to-day responsibility for implementing this policy, monitoring its use and effectiveness, dealing with any queries about it, and overseeing the auditing of internal control systems and procedures to ensure they are effective in countering modern slavery.

Management at all levels across the NG Bailey Group are responsible for ensuring those reporting to them understand and comply with this policy and are given adequate and regular training on it and the issue of modern slavery in supply chains.

You are invited to comment on this policy and suggest ways in which it might be improved. Comments, suggestions and queries are encouraged and should be addressed to the NG Bailey legal department based at Denton Hall at legal@ngbailey.co.uk or via the postal address available on our website.

3. COMPLIANCE WITH THIS POLICY

You must ensure that you read, understand and comply with this policy.

The prevention, detection and reporting of modern slavery in any part of the business or supply chains is the responsibility of all those working for NG Bailey or under NG Bailey's control. You are required to avoid any activity that might lead to, or suggest, a breach of this policy.

You are encouraged to raise concerns about any issue or suspicion of modern slavery in any parts of the business or supply chains of any supplier tier at the earliest possible stage.

If you believe or suspect a breach of this policy has occurred, or that it may occur, you must notify the NG Bailey legal department or report it in accordance with the Speak Up Policy, which can be found online at www.ngbailey.com, as soon as possible. You should note that where appropriate, and with the welfare and safety of local workers as a priority, NG Bailey will give support and guidance to its suppliers to help them address coercive, abusive and exploitative work practices in their own business and supply chains.

If you are unsure about whether a particular act, the treatment of workers more generally, or their working conditions within any tier of the NG Bailey supply chains constitutes any of the various forms of modern slavery, raise it with the NG Bailey legal department.

NG Bailey aims to encourage openness and will support anyone who raises genuine concerns in good faith under this policy, even if they turn out to be mistaken. NG Bailey is committed to ensuring no one suffers any detrimental treatment as a result of reporting in good faith their suspicion that modern slavery of whatever form is or may be taking place in any part of its own business or in any of its supply chains. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavourable treatment connected with raising a concern. If you believe that you have suffered any such treatment, you should inform the relevant HR Business Partner immediately. If the matter is not remedied, and you are an employee, you should raise it formally in accordance with the NG Bailey Grievance Policy, which can be obtained from the MyNGBailey portal or by contacting the HR Shared Service team.

4. COMMUNICATION AND RAISING AWARENESS

Communication of this policy forms part of the induction process for all individuals who work for us, and regular training will be provided as necessary.

NG Bailey's zero-tolerance approach to modern slavery must be communicated to all suppliers, contractors and business partners at the outset of the business relationship with them and reinforced as appropriate thereafter.

5. POLICY BREACHES

Any employee who breaches this policy may face disciplinary action, which could result in dismissal for misconduct or gross misconduct.

NG Bailey may terminate its relationship with other individuals and organisations working on its behalf if they breach this policy.

6. DOCUMENT HISTORY

6.1 Document Owner and Approval

The Group Responsibility Manager is the owner of this document and is responsible for ensuring that this policy is reviewed in line with all legal requirements, as well as emerging best practice.

A current version of this document is available to all members of staff on the NG Bailey Group intranet. It does not contain confidential information and can be released to relevant external parties.

This Policy was approved by the Policy Committee in April 2018 and is issued on a version controlled basis under the signature of the Group HR Director.



Rob Smith
Group HR Director

Date: 16th April 2018

6.2 Change Amendment Summary

Document Amendment Summary				
This document is published as a controlled document but will be uncontrolled once downloaded or printed. The document will be reviewed periodically.				
Issue Date	Version	Author	Approved by	Details of Changes
Apr-18	1.0	Natalie Wilkinson	Rob Smith	New policy template. Now approved by HR Director

Issue Date	Version	Review Date	Author	Owner	Page
Apr-18	1.0	Aug-18	Natalie Wilkinson	Rob Smith	6
Review Date is 1 years from Issue Date			Retention Period is 5 years from Review Date		

CONTACT

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Ilkley
West Yorkshire
LS29 0HH

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NG Bailey

SQ Evaluation Criteria		%
SECTION A: GENERAL SECTION , STATEMENTS AND ELIGIBILITY		
Part 1	A1 - A37 Applicant Details	For Information
Part 2A	A38 - A53 Grounds for Mandatory Exclusion	Pass /Fail
Part 2B	A54 - A68 Grounds for Discretionary Exclusion	Pass /Fail
Part 3A	A69 - A77 Financial Standing	Pass /Fail
Part 3B	A78 - A79 Insurance	Pass /Fail
Part 3C	A80 - A85 Equal Opportunities and Diversity	Pass /Fail
Part 3D	A86 - A87 Modern Slavery Act	Pass /Fail
Part 2E	A88 Socio-Economic Statement	Pass /Fail
Part 3F	A89 Quality Management System	Pass /Fail

SECTION B: TECHNICAL AND PROFESSIONAL ABILITY		Weighted (%)
	B1 BIM	8%
	B2 Supply Chain	8%
	B3 Health and Safety	12%
	B4 Risk Management Policy	6%
	B5 Sustainable Development Policy	6%
		40%
CASE STUDY	B6a Management of MEP Works	20%
	B6b Design Management	20%
	B6c Installation and Commissioning	20%
		60%
		100%

Section A - Applicant Information

Part 1 - Applicant Details

Details required for:

Instruction	Applicants should refer to the Selection Questionnaire (SQ) pack prior to submitting responses.	
Instruction	Instructions for completion: Please answer the following SQ Questions in full. Where an Applicant is relying on any third party to meet the Selection Criteria, this Part 1 is to be completed for each Relevant Company, i.e. the details for each Relevant	
A1	Provide the full name of the Applicant submitting the information.	NG Bailey Limited
A2	Provide the registered office address (if applicable)	Denton Hall, Iikley West Yorkshire, LS29 0HH
A3	Provide the registered website address (if applicable).	www.ngbailey.com
A4	Confirm the trading status from the list below: a) public limited company b) limited company c) limited liability partnership d) other partnership e) sole trader f) third sector g) other (please specify your trading status) Please enter the appropriate trading status from the above list in the text box.	B) Limited Company
A5	Provide the date of registration in the country of origin.	22/07/1938
A6	Provide the company registration number (if applicable).	342778
A7	Provide the charity registration number (if applicable).	N/A
A8	Provide the head office DUNS number (if applicable).	21-215-3787
A9	Provide the registered VAT number.	179396602
A10 - A11	If applicable, is your organisation registered with the appropriate professional or trade register(s) in the member state where it is established? Reply with "Yes", "No" or "N/A" in the text box below. If you responded "Yes", please provide the relevant details, including the registration number(s).	Yes BESA HV001924 JIB H1108813 SNIPEF 04211
A12 - A13	Is it a legal requirement in the state where you are established for you to possess a particular authorisation, or be a member of a particular organisation in order to provide the services specified in this procurement? Please respond with "Yes", "No", "N/A" as applicable. If you responded "Yes" to the above, please provide additional details of what is required and confirmation that you have complied with this.	Yes NICEIC 00106005 ECIA 94428 ECA 980103
A14	Trading name(s) that will be used if successful in this procurement.	NG Bailey Limited
A15	Please state whether you fall within one of below classification, if so which one), if none input "N/A" in the text box: a) Voluntary Community Social Enterprise (VCSE) b) Sheltered Workshop c) Public service mutual	N/A
A16	Are you a Small, Medium or Micro Enterprise (SME), see the EU definition of SME: https://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_en Reply with "Yes", "No" or "N/A" in the text box below.	No
A17	Provide details of Persons of Significant Control (PSC), where appropriate: - Name; - Date of birth; - Nationality; - Country, state or part of the UK where the PSC usually lives; - Service address; - The date he or she became a PSC in relation to the company (for existing companies the 6 April 2016 should be used); - Which conditions for being a PSC are met; - Over 25% up to (and including) 50%, - More than 50% and less than 75%, - 75% or more. Please upload as PDF-format file, named 'A17_PSC_[Company Name]	N/A
A18	Has your company or any of its Directors and / or Executive Officers been the subject of criminal or civil court action (including for bankruptcy or insolvency) in respect of the business activities currently engaged in, for which the outcome was a judgement against you or them? Reply with "Yes" or "No" in the text box below. If "Yes", please provide details.	No

A19	If your company or any of its Directors and/ or Executive Officers are the subject of ongoing or pending criminal or civil court action (including for bankruptcy or insolvency) in respect of the business activities currently engaged in, have all claims been properly notified in accordance with relevant insurance policy requirements and been accepted by the insurers? Reply with "Yes" or "No" in the text box below. If "Yes", please provide details.	No
A20	Has your company or any of its Directors and/ or Executive Officers been in receipt of enforcement/remedial orders that are still unresolved (such as those in relation to Environment Agency or Office of Rail Regulation enforcement) in the last three years? Reply with "Yes" or "No". If "Yes", please provide details.	No
A21	Provide details of any immediate parent company: - Full name of the immediate parent company - Registered office address (if applicable) - Registration number (if applicable) - Head office DUNS number (if applicable) - Head office VAT number (if applicable) (Please enter N/A if not applicable)	N/A
A22	Provide details of ultimate parent company: - Full name of the ultimate parent company - Registered office address (if applicable) - Registration number (if applicable) - Head office DUNS number (if applicable) - Head office VAT number (if applicable) (Please enter N/A if not applicable)	NG Bailey Group Limited Denton Hall, Ilkley, West Yorkshire, LS29 0HH 1490238 DUNS Number N/A 179396602
A23-A24	Are you bidding as the lead contact for a Group of Economic Operators? Reply with "Yes", "No" or "N/A" in the text box.	No
A25	Provide the name of the Group of Economic Operators (if applicable) or enter "N/A" in the text box.	N/A
A26	Provide details of the proposed legal structure if the Group of Economic Operators intends to form a named single legal entity prior to signing a contract, if awarded. If you do not propose to form a single legal entity, please explain the legal structure. If the question is not relevant to the Applicant enter "N/A" in the text box.	N/A
A27	Are you or, if applicable, the Group of Economic Operators proposing to use sub-contractors? Reply with "Yes" or "No" in the text box below. If you responded "Yes" please provide additional details for each sub-contractor: we may ask them to complete this form as well. - Full name - Registered address - Trading Status - Company registration number - Head office DUNS number (if applicable) - Registered VAT number - Type of organisation - SME (Yes/No) - The role each sub-contractor will take in providing the works and/or supplies e.g. key deliverables - The approximate % of contractual obligations assigned to each sub-contractor.	Yes - Subcontractors to be confirmed during tender period should be successful with this PQQ
A28 - A37	Contact details, Declaration and Mandatory Undertaking I declare that to the best of my knowledge the answers submitted and information contained in this document are correct and accurate. I declare that, upon request and without delay I will provide the certificates or documentary evidence referred to in this document. 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. I understand that the authority may reject this submission in its entirety if there is a failure to answer all the relevant questions fully, or if false/misleading information or content is provided in any section. I am aware of the consequences of serious misrepresentation. Applicants are required to sign, date and upload the Declaration and the Mandatory Undertaking which are included at Appendix A and B of the Selection Questionnaire Pack. Please upload in a PDF-format file, named 'A29_Declaration_[Company Name]' and A30_Mandatory_Undertaking_[Company Name]	Please see attached. A29_Declaration_NG Bailey A30_Mandatory_Undertaking_NG Bailey

Instruction Please note: A criminal record check for relevant convictions may be undertaken and the persons of significant control of them.

Part 2A - Grounds for Mandatory Exclusion

Details required for:

Instruction	Instructions for completion: Please answer the following SQ Questions in full. Where an Applicant is relying on any third party to meet the Selection Criteria, this Part 2A and 2B is to be completed for each Relevant Company, i.e. the details for each
Instruction	Applicants 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 they have

Instruction	The Authority reserves the right to use its discretion to exclude a potential supplier where it can demonstrate by any appropriate means that the potential supplier is in breach of its obligations relating to the non-payment of taxes or social security	
A38 - A47	<p>Regulations 57(1) and (2)</p> <p>The detailed grounds for mandatory exclusion of an organisation are set out on this webpage: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf which should be referred to before completing these questions.</p> <p>Within the past five years have you, your organisation or any other person who has is a member of its administrative, management or supervisory body or any other person who has powers of representation, decision or control in the organisation been convicted anywhere in the world of any of the offences within the summary list below:</p> <ul style="list-style-type: none"> ● Participation in a criminal organisation ● Corruption ● Fraud ● Terrorist offences or offences linked to terrorist activities ● Money laundering or terrorist financing ● Child labour and other forms of trafficking in human beings ● Any other offence within the meaning of Article 57(1) of the Directive as defined by the law of any jurisdiction outside England, Wales or Northern Ireland. ● Any other offence within the meaning of Article 57(1) of the Directive created after 26th February 2015 in England, Wales or Northern Ireland <p>If no offences have been committed enter "N/A" in the text below. If convicted of any of the above offences please confirm the offence and provide further details, including:</p> <ul style="list-style-type: none"> ● date of conviction and the jurisdiction; ● which of the grounds listed the conviction was for; ● the reasons for conviction; ● the identity of who has been convicted; <p>If the relevant documentation is available electronically, provide:</p> <ul style="list-style-type: none"> ● the web address; ● issuing authority; ● precise reference of the documents 	No
A48	<p>If you have answered Yes to any of the questions A38 - A47 explain, for each conviction, what measures have been taken to demonstrate the reliability of the organisation despite the existence of relevant grounds for exclusion (reference self-cleaning - see Regulation 57 (13 to 17) of the Public Contracts Regulations 2015).</p> <p>Please upload in a PDF-format file, named 'A48_Self_Cleaning_[Company Name]</p>	N/A

A49-A53	<p>In respect of Regulation 57(3) and (4) of the Public Contracts Regulations 2015, the detailed grounds for mandatory and discretionary exclusion of an organization are set out on the webpage:https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf which should be referred to before completing the questions below.</p> <p>A50 - Has your organisation met all its obligations relating to the payment of taxes or social security contributions, both in the UK and in the country in which the organization is established (if outside the UK)? Reply with "A50:" "Yes" or "No" in the text box below.</p> <p>A51 - If you replied "No" to A50 was this through judicial or administrative decision having final and binding effect? Reply with "A51:" "Yes", "No" in the text box below.</p> <p>A52 - Have any tax returns submitted on or after 1 October 2012 been found to be incorrect as a result of:</p> <ul style="list-style-type: none"> ● HMRC successfully challenging the potential supplier under the General Anti – Abuse Rule (GAAR) or the “Halifax” abuse principle; ● a tax authority in a jurisdiction in which the potential supplier is established successfully challenging it under any tax rules or legislation that have an effect equivalent or similar to the GAAR or “Halifax” abuse principle; or ● a failure to notify, or failure of an avoidance scheme which the supplier is or was involved in, under the Disclosure of Tax Avoidance Scheme rules (DOTAS), VADR (Schedule 11A to the Value Added Tax Act 1994 (as amended by Schedule 1 to the Finance (no. 2) Act 2005) or any equivalent or similar regime in a jurisdiction in which the supplier is established. <p>Reply with "A52:" "Yes", "No" in the text box below.</p> <p>A53 - If you answered "No" to A50 or "Yes" to A51 and A52 provide further details for each instance, including:</p> <ul style="list-style-type: none"> ● whether you believe there to be any overriding reasons for non-payment; ● the country or state concerned; ● the amount concerned; ● details of the means for a No response to question A50; ● the date of the conviction or decision (if applicable); ● in case of a conviction, insofar as established directly therein, the length of the period of exclusion; ● whether you have paid, or have entered into a binding arrangement with a view to paying, “the taxes or social security contributions due” including where applicable any interest accrued and/or fines; and ● if the relevant documentation is available electronically indicate the web address, issuing authority or body and precise reference of the document. 	A50 Yes A51 N/A A52 No A53 N/A
Part 2B - Grounds for Discretionary Exclusion		Details required for:
A54-A67	<p>Regulation 57 (8). The detailed grounds for discretionary exclusion of an organisation are set out on this web page https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf, which should be referred to before completing these questions.</p> <p>Please indicate if, within the past three years, anywhere in the world any of the following situations listed below (A55 to A67) have applied to you, your organisation or any other person who has powers of representation, decision or control in the organisation.</p> <ul style="list-style-type: none"> ● A55 - Breach of obligations in the field of environment, social and/or labour law. ● A56 - Bankruptcy, insolvency ● A57 - Guilty of grave professional misconduct ● A58 - Distortion of competition ● A58 - Aware of any conflict of interest ● A59 - Been involved in the preparation of the procurement procedure? ● A60 - Performance deficiencies on a previous contract leading to early termination, damages or other sanctions ● A61 - Misrepresentation and undue influence ● A62 - Do any of the following statements apply to your organisation? ● A63 - The organisation is guilty of serious misrepresentation in supplying information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria. ● A64 - The organisation has withheld such information. ● A65 - The organisation is not able to submit supporting documents required under Regulation 59 of the Public Contracts Regulations 2015. ● A66 - The organisation has influenced the decision-making process of the contracting authority to obtain confidential information that may confer upon the organisation undue advantages in the procurement procedure. ● A67 - The organisation has negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award. <p>Please reply with the question reference and "Yes", "No" in the text box below.</p>	A54 No A55 No A56 No A57 No A58 No A59 No A60 No A61 No A62 No A63 No A64 No A65 No A66 No A67 No

A68	A68 - If any of these situations did apply please upload in a PDF-format file, named 'A68_discretionary_exclusion_[Company Name]' providing the following information: <ul style="list-style-type: none"> • details of the circumstances • explain what measures have been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion (Self cleaning - see Regulation 57 (13 to 17) of the Public Contracts Regulations 2015) 	N/A
Part 3 - Selection Questions		Details required for:
Part 3A Economic and Financial Standing		
Instruction	Instructions for completion: Please answer the following SQ Questions in full. Where an Applicant is relying on any third party to meet the Minimum Standard for Financial Standing, this Part 3A is to be completed for each Relevant Company, i.e. the Applicants should refer to the SQ Pack, Part 2, section 2.3 and Appendix E for the Minimum Standards of Financial Standing.	
A69-A70	Please provide a copy of your audited company accounts for the last two years, the most recent set of accounts must be with a reporting date in the last 12 months. Draft accounts, certified by an appropriate person within the company would be accepted if accounts are not fully audited. The Applicant should satisfy itself that it meets the requirements set out in the Selection Questionnaire section 8.3 prior to submitting the Application. Please upload in a PDF-format file, named 'A70_Accounts_[Company Name]'	Please see attached. A70_Accounts_NG Bailey Limited 2017 A70_Accounts_NG Bailey Limited 2018
A71	Please confirm that the Applicant's annual turnover in each of the last three consecutive financial years is above the minimum threshold of £64 million. Reply with "Yes" or "No" in the text box below.	Yes
A72	Please confirm the Applicant or companies relied upon to achieve the minimum threshold of financial standing required for this procurement, expect to have sufficient financial resources available over the duration of the contract to remain solvent and deliver on their anticipated contractual commitments. This response should take in to account any material adverse change to the business that has occurred since the last set of published audited accounts.	Yes
A73	Do the audited company accounts contain modification to the auditor's opinion? Reply with "Yes" or "No" in the text box below.	No
A74	Is the filing of the company accounts with Companies House (or equivalent) overdue by more than one month? Reply with "Yes" or "No" in the text box below.	No
A75	If the Applicant is relying on any Relevant Company to achieve the minimum standards of financial standing please provide a copy of the audited company accounts for the last two years for each entity being relied upon. The most recent set of accounts must be with a reporting date in the last 12 months. Draft accounts, certified by an appropriate person within the company would be accepted if accounts are not fully audited. Please upload in a PDF-format file, named 'A75_accounts_[Company Name]	N/A
A76	Are you able to provide parent company accounts if requested to at a later stage? Reply with "Yes" or "No" in the text box below and if "Yes" confirm the parent company be willing to provide a guarantee if necessary?	Yes
A77	Would you be able to obtain a guarantee elsewhere (e.g. from a bank)? Reply with "Yes" or "No" in the text box below.	Yes
Part 3B Insurance		

A78-A79	<p>Please confirm you already have, or can commit to obtain, prior to the commencement of the contract, the levels of insurance cover indicated below:</p> <p>Insurance provided by the Applicant (Contractor): Professional Indemnity Insurance: £10m for each and every claim. Employer's Liability Insurance: £10m for each and every claim. Insurance provided by Contractor.</p> <p>Insurance provided by the Contracting Authority: Contractor's All Risk: Contract Value. Deductible £150,000 each and every loss or damage caused by defect in design plan specification materials or workmanship in the permanent works. £25,000 each and every loss in respect of Major Perils. £10,000 each and every other loss or series of losses arising out of one original case.)</p> <p>Third Party Liability Insurance: £250m. Deductible £10,000 for each an every occurrence for third party damage. Insurance provided by Contracting Authority. Deductible levels are estimated and subject to confirmation at the ITT stage.</p> <p>Please reply in the text box below with a statement confirming that the cover is either already in place or that you can commit to obtaining the cover prior to commencement.</p>	<p>Yes NG Bailey have the following insurances in place</p> <p>Professional Indemnity £5,000,000 any one claim and in the aggregate (this can be raised to £10m if required)</p> <p>Employers Liability £50,000,000 any one occurrence</p> <p>We also hold the following</p> <p>Public & Product Liability £15,000,000 any one occurrence, unlimited any one period in respect of Public Liability £15,000,000 any one occurrence and in the aggregate in respect of Products Liability</p> <p>Contractors All Risk £20,000,000 in respect of Any One Accident Limit</p> <p>Copies of our insurance documents available eon request</p>
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Part 3C Equal Opportunity and Diversity Policy and Capability

Instruction	Instructions for completion: Please answer the following SQ Questions in full. Where an Applicant is relying on any third party to meet the Selection Criteria, this Part 3C is to be completed for each Relevant Company, i.e. the details for each Relevant	
A80-A85	<p>A80: In the last three years has any finding of unlawful discrimination been made against your organization by any court or industrial or employment tribunal or equivalent body?</p> <p>A81: In the last three years, has your organization been subject to a compliance action by the Equality and Human Rights Commission or an equivalent body on grounds of alleged unlawful discrimination?</p> <p>A82: In the last three years, has your organization been found in breach of section 15 of the Immigration, Asylum and Nationality Act 2006?</p> <p>A83: In the last three years, has your organization been found in breach of section 21 of the Immigration, Asylum and Nationality Act 2006?</p> <p>A84: In the last three years, has your organization been found to be in breach of the National Minimum Wage Act 1998?</p> <p>Reply with the question reference and "Yes" or "No" to each of these question in the text box below. If the answer to any of these questions is "Yes" then please identify what steps your organisation took as a result of any finding or investigation.</p>	No

Part 3D Modern Slavery Act

Instruction	Instructions for completion: Please answer the following SQ Questions in full. Where an Applicant is relying on any third party to meet the Selection Criteria, this Part 3D is to be completed for each Relevant Company, i.e. the details for each Relevant	
A86	<p>Are you a relevant commercial organisation as defined by section 54 ("Transparency in supply chains etc.") of the Modern Slavery Act 2015 ("the Act")? Reply with "Yes" or "No" in the text box below.</p>	Yes
A87	<p>If you have answered "Yes" to question A86 are you compliant with the annual reporting requirements contained within Section 54 of the Act 2015, if so please upload the relevant statement in a PDF-format file, named 'A87_Slavery_[Company Name]. If "No" please upload an explanation.</p>	Please see attached A87_Slavery_NG Bailey

Part 3E Socio-Economic Statement

Instruction	Instructions for completion: Please answer the following SQ Questions in full. Where an Applicant is relying on any third party to meet the Selection Criteria, this Part 3D is to be completed for each Relevant Company, i.e. the details for each Relevant	
A88	<p>Please read Appendix F - 'LLDC's Socio-economic statement' before responding to this question.</p> <p>Please confirm that if awarded the contract your organisation will commit to supporting the LLDC in the delivery of its social and economic objectives in relation to the delivery of this contract by actively promoting:</p> <ul style="list-style-type: none"> - Targeted recruitment and training of underrepresented groups - Local Apprenticeships, jobs and skills - Education and training <p>Reply with "Yes" or "No" in the text box below</p>	Yes

Part 3F Quality Management System

Instruction	Instructions for completion: Please answer the following SQ Questions in full. Where an Applicant is relying on any third party to meet the Selection Criteria, this Part 3D is to be completed for each Relevant Company, i.e. the details for each Relevant	
A89	Please confirm that your organisation has an accredited Quality Management System or you are willing to work towards one (or equivalent) upon contract award. Reply with "Yes" or "No" in the text box below	Yes

Section B - Technical and Professional Ability				Weighting	Balanced Scorecard Key Theme							
SUBJECT AREA	REF	QUESTION	FOR GUIDANCE (Evaluators should expect the response to include):			Unsatisfactory (0%)	Very Low Confidence (20%)	Low Confidence (35%)	Moderate Confidence (50%)	Good Confidence (65%)	Very Good Confidence (80%)	Excellent Confidence (100%)
BIM	B1	<p>Building Information Management (BIM)</p> <p>The Applicant is required to provide details of experience and capability to deliver frame projects to Level 2 BIM (as set out in PAS 1192 - 2 and 3 or equivalent).</p> <p>Page limit: 2 sides of A4. Please upload as PDF-format file, named 'B1_BIM_[Company Name]'</p>	<p>The Applicant's response should:</p> <ol style="list-style-type: none"> 1. demonstrate an effective approach to working using BIM to Level 2. 2. demonstrate the Applicant's approach to feeding into the Employer's BIM model. 3. demonstrate how BIM modelling has supported a construction programme, construction sequencing, progress reporting and risk management. 	8%	Solution Quality	No response provided or the response received is wholly unsatisfactory response.	The response demonstrates a very poor approach and gives a very low degree of confidence in the Applicant's capability to deliver.	The response demonstrates a poor approach and gives a low degree of confidence in the Applicant's capability to deliver.	The response demonstrates an adequate approach and gives a moderate degree of confidence in the Applicant's capability to deliver.	The response demonstrates a good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates a very good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates an excellent approach and gives a very high degree of confidence in the Applicant's capability to deliver.
Supply Chain	B2	<p>Supply Chain Management</p> <p>The Applicant is required to provide details of its Procurement and Supply-Chain Management Policy (not the policy itself) and Procedures, and an explanation of its relevance to frame projects of a similar scope, nature and scale, including:</p> <ol style="list-style-type: none"> 1. how it implements best practice; 2. supplier key performance targets; 3. its standard payment terms; and 4. its supplier selection process. <p>Page Limit: 3 sides of A4 (excluding policy documentation, please note these documents are to provide evidence for the response and will not be evaluated. Only information within the page limit will be evaluated) Please upload as PDF-format file, named 'B2_supply_chain_management_[Company Name]'</p>	<p>The Applicant's response should:</p> <ol style="list-style-type: none"> 1. demonstrate how it implements best practice through actions such as collaborative working practices, manages interfaces, aligns risk allocations, pools resources to achieve project objectives, eliminates financial disputes, and shares health and safety best practices; 2. demonstrates a strong methodology for setting supplier key performance measures and targets, and the use of the information to ensure continuous improvement; 3. demonstrates how fair payment terms for suppliers are successfully implemented; 4. demonstrates an effective supplier selection processes, which is open and transparent and is accessible to SME's. 	8%	Collaboration	No response provided or the response received is wholly unsatisfactory response.	The response demonstrates a very poor approach and gives a very low degree of confidence in the Applicant's capability to deliver.	The response demonstrates a poor approach and gives a low degree of confidence in the Applicant's capability to deliver.	The response demonstrates an adequate approach and gives a moderate degree of confidence in the Applicant's capability to deliver.	The response demonstrates a good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates a very good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates an excellent approach and gives a very high degree of confidence in the Applicant's capability to deliver.
Health and Safety	B3	<p>Health and Safety Management</p> <p>The Applicant is required to provide examples from frame projects of a similar scope, nature and scale, delivered within the last three years, which outlines how your organisation:</p> <ol style="list-style-type: none"> 1. approaches health, safety and wellbeing management; 2. communicates health, safety and wellbeing; 3. identified and shared lessons learnt; 4. met the requirements of CDM 2015 in relation to the role that you undertake (please describe the role); 5. ensures that its supply chain is competent; 6. measures health safety and wellbeing performance and used this information to improve standards on the project and the wider community where applicable; 7. implemented or supported behavioural safety programmes 8. approached leadership initiatives 9. Promoted and supported wellbeing initiatives <p>Page Limit: 4 sides of A4 (excluding policy documents, please note these documents are to provide evidence for the response and will not be evaluated. Only information within the page limit will be evaluated) Please upload as PDF-format file, named 'B3_health_safety_construction_[Company Name]'</p>	<p>The Applicant's response should</p> <ol style="list-style-type: none"> 1. demonstrate that projects were delivered to industry best-practice standards in terms of health, safety and wellbeing; 2. demonstrate that their organisation's culture and standards in relation to health, safety and wellbeing are effectively cascaded to the workforce and supply chain; 3. demonstrate how lessons learnt were identified and how these were effectively implemented and communicated to a range of stakeholders; 4. demonstrate the Applicant understands the requirements of CDM 2015 and demonstrate the Applicant's role in relation to planning, co-operation and coordination with duty holders and other parties; 5. demonstrate a strong process for ensuring their supply chain was competent to undertake their roles (in line with CDM 2015); 6. demonstrate how it measured health, safety and wellbeing in an effective manner and how information generated was used to improve standards on the project and the wider community; 7. demonstrate how it implemented or supported behavioural safety programmes and how this improved safety performance; 8. demonstrate how senior directors and managers supported Leadership initiatives on the project and company-wide; 9. demonstrate how wellbeing initiatives were promoted and supported to ensure maximum effectiveness for their workforce. 	12%	Health, Safety & Wellbeing	No response provided or the response received is wholly unsatisfactory response.	The response demonstrates a very poor approach and gives a very low degree of confidence in the Applicant's capability to deliver.	The response demonstrates a poor approach and gives a low degree of confidence in the Applicant's capability to deliver.	The response demonstrates an adequate approach and gives a moderate degree of confidence in the Applicant's capability to deliver.	The response demonstrates a good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates a very good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates an excellent approach and gives a very high degree of confidence in the Applicant's capability to deliver.
Risk	B4	<p>Risk & Opportunity Management Policy</p> <p>The Applicant is required to provide two examples which describe its risk and opportunity management processes on frame projects of similar scope, nature and scale, delivered within the last three years, including the risk and opportunities register for each example project.</p> <p>The Applicant's examples should cover the following:</p> <ol style="list-style-type: none"> 1. their approach to risk and opportunity management and how this is implemented, with particular reference to risk management on NEC3 contracts; 2. a description of how the applicant assesses the qualitative and quantitative impact of risks to calculate risk exposure using their risk register; 3. Detailed examples of where mitigation measures have been successfully implemented. <p>Page Limit: 2 sides of A4 (excluding policy documents, please note these documents are to provide evidence for the response and will not be evaluated. Only information within the page limit will be evaluated). The risk registers can be in addition to the page limit. Please upload as PDF-format file, named 'B4_risk_[Company Name]'</p>	<p>The Applicant's response should:</p> <ol style="list-style-type: none"> 1. demonstrate a detailed and effective approach to risk and opportunity management, and demonstrate how risk is dealt with under the NEC3 contracts to mitigate risks and realise opportunities; 2. demonstrate an understanding of different methods for measuring the impact of risk and details of how this was successfully implement on the example projects. 3. show excellent examples of a proactive approach to risk mitigation on examples which have eliminated/reduced risk and/or influenced key decisions. 	6%	Cost	No response provided or the response received is wholly unsatisfactory response.	The response demonstrates a very poor approach and gives a very low degree of confidence in the Applicant's capability to deliver.	The response demonstrates a poor approach and gives a low degree of confidence in the Applicant's capability to deliver.	The response demonstrates an adequate approach and gives a moderate degree of confidence in the Applicant's capability to deliver.	The response demonstrates a good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates a very good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates an excellent approach and gives a very high degree of confidence in the Applicant's capability to deliver.
Strategic Objectives	B5	<p>Sustainable Development Policy</p> <p>The Applicant is required to summarise (including relevant examples), how it has addressed environmental sustainability on previous design and construction projects within the last 5 years, including:</p> <ol style="list-style-type: none"> 1. evidence of delivering work using a formal assessment methodology (e.g. BREEM or an appropriate equivalent); 2. climate resilient and low environmental impact development that promotes clean energy, enables low running cost and energy consumption, reduces carbon emissions and contributes to, and promotes, positive environmental outcomes throughout the design, construction and operational lifecycle; 3. innovation and best practice construction techniques, including supply chain management, welfare and waste planning/ management. <p>Page limit: 3 sides of A4 (excluding policy documents, please note these documents are to provide evidence for the response and will not be evaluated. Only information within the page limit will be evaluated) Please upload a PDF document, with the filename: 'B5 sustainable development [Company Name]'</p>	<p>The Applicant's response should:</p> <ol style="list-style-type: none"> 1. demonstrate specific experience of delivering buildings to high environmental and health standards. Including demonstrable experience of working to the higher levels of a formal assessment methodology - BREEM or an appropriate equivalent; 2. demonstrate experience of seeking to quantify climate resilience, or low environmental impact by referring to quantified benefits, such as tonnes of carbon saved, flood risk reduced; 3. demonstrate experience of innovation and best practice construction techniques, including supply chain management, welfare and waste planning/ management. 	6%	Sustainability	No response provided or the response received is wholly unsatisfactory response.	The response demonstrates a very poor approach and gives a very low degree of confidence in the Applicant's capability to deliver.	The response demonstrates a poor approach and gives a low degree of confidence in the Applicant's capability to deliver.	The response demonstrates an adequate approach and gives a moderate degree of confidence in the Applicant's capability to deliver.	The response demonstrates a good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates a very good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates an excellent approach and gives a very high degree of confidence in the Applicant's capability to deliver.

SECTION B - CASE STUDIES										
Please provide case studies of experience gained in the last three years in the design and construction of a MEP works of a similar scope, size and nature.										
B6	<p>The build quality of the LUAL MEP will be required to be of the highest standards to reflect the requirements of the LLDC and LUAL and the investment in quality and design. Therefore, careful management of these interfaces together with the successful commissioning of the MEP is critical. Care and attention to detail throughout the works will be paramount.</p> <p>Case studies should relate to projects undertaken in the last 3 years and of a similar or greater value to the estimated contract value and for a similar scope to this procurement. The responses must include:</p> <ul style="list-style-type: none"> Name of Employer; Whether the works were delivered directly by the Applicant or subcontracted; Role of the Applicant in the project; Name of project and summary of the works, including key interfaces and constraints; Project duration; Project team; Contract type; References and confirm your willingness for the LLDC to approach them. <p>Applicants are required to answer three questions related to previous projects they have delivered. Each answer must refer to one project case study. However the same project case study cannot be used for all three questions. One project case study can be used across two questions though i.e. the same previous project could be used in relation to B6a and B6c but B6b must relate to a different project.</p>	For Information								
B6a Management of MEP Works		Guidance Notes	Weighting	Unsatisfactory (0%)	Very Low Confidence (20%)	Low Confidence (35%)	Moderate Confidence (50%)	Good Confidence (65%)	Very Good Confidence (80%)	Excellent Confidence (100%)
B6a	<p>With respect to the case study, provide details of the Applicant's approach to the management of MEP works, including:</p> <ol style="list-style-type: none"> The delivery of high-standard design and construction quality standards; Programme management and your track record in meeting the programme; Value management, value engineering and the response to any budgetary constraints; and the applicant's approach to achieving acceptance by the client; Health, Safety and Wellbeing performance; Environmental and sustainability performance; Working under other organisations who are Principal Contractor; Working in publicly visible high-profile environment. <p>Page Limit: 3 sides of A4 (excluding policy documentation) Please upload as PDF-format file, named 'B6a_Management_MEP_Works [Company Name]'</p>	<p>The response should:</p> <ol style="list-style-type: none"> demonstrate how high levels of specification were incorporated, to ensure robustness, longevity, and quality workmanship; demonstrate a clear approach to the management of the programme and how any delays were mitigated; demonstrate a robust approach to the management of project costs, realising value management opportunities and achieving acceptance by the client; demonstrate a strong approach to H, S & V performance and any particular challenges in this area that were overcome on the case study project; demonstrate exemplary performance on environmental and sustainability issues and any particular challenges in this area that were overcome on the case study project; demonstrate an understanding of the challenges of working under another organisation as Principal Contractor and how it was managed; and demonstrate an understanding of the issues of working on a publicly visible high-profile environment and how these issues were dealt with. 	20%	No response provided or the response received is wholly unsatisfactory response.	The response demonstrates a very poor approach and gives a very low degree of confidence in the Applicant's capability to deliver.	The response demonstrates a poor approach and gives a low degree of confidence in the Applicant's capability to deliver.	The response demonstrates an adequate approach and gives a moderate degree of confidence in the Applicant's capability to deliver.	The response demonstrates a good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates a very good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates an excellent approach and gives a very high degree of confidence in the Applicant's capability to deliver.
B6b Design Management		Guidance Notes	Weighting	Unsatisfactory (0%)	Very Low Confidence (20%)	Low Confidence (35%)	Moderate Confidence (50%)	Good Confidence (65%)	Very Good Confidence (80%)	Excellent Confidence (100%)
B6b	<p>With respect to the case study please provide details of how the Applicant has approached the design management of RIBA/SRRA B6G Stages 4b, 4c & 5 together with Contractor Design Portions (CDPs) and integration of pre-fabrication. Describe the major issues and challenges encountered, how they were overcome and any lessons learnt with particular reference to:</p> <ol style="list-style-type: none"> Interfaces with the Employer's design team and other Contractors, and how the Applicant worked with the Employer's design team to ensure continuity of design intent; The Applicant's experience of completing specialist RIBA/SRRA B6G Stages 4b, 4c & 5 together with Contractor Design Portions (CDPs); the Applicant's processes for managing and monitoring design quality from their design team and sub-contractors; Processes used to ensure the integration of pre-fabricated elements and constructability, and the acceptance of the design. The response should set out how the Applicant reviews constructability and demonstrate how the production of mock-ups, samples and benchmarks and their acceptance supports the construction process; How high quality design was assured and maintained during the different RIBA/SRRA B6G stages, including the Applicant's approach to Value Management; and How energy efficient MEP plant was selected to meet or exceed the design requirements and examples where plant with a higher energy efficiency was selected to benefit the end users. <p>It is important that the Applicant includes images of their completed schemes so that we can understand them alongside the text description (maximum 3 images per case study).</p> <p>Page Limit: 4 sides of A4 (excluding images) Please upload as PDF-format file, named 'B6b_Design_Management [Company Name]'</p>	<p>The response should:</p> <ol style="list-style-type: none"> demonstrate how the design interfaces were managed in an effective manner and how the Applicant worked collaboratively with the Employer's design team, other Contractors and design stakeholders; demonstrate effective management and coordination of RIBA/SRRA Stages 4b, 4c & 5 together with Contractor Design Portions (CDPs) and how value to Employer was added through good design management; demonstrate industry-leading processes to ensure pre-fabrication and constructability without impacting design intent and how Employer acceptance of the design was achieved, including through the production of mock-ups, samples and benchmarks; demonstrate how the Applicant ensured that high energy efficient MEP plant was selected during the design stages and how Value Management proposals are equivalent to, or an improvement upon the design excellence qualities of the scheme; and demonstrate a robust process for how the Applicant selects energy efficient MEP plant to meet or exceed the design requirements including whole life cycle cost analysis, and demonstrates where plant with a higher energy efficiency was selected and how this benefited the end users. 	20%	No response provided or the response received is wholly unsatisfactory response.	The response demonstrates a very poor approach and gives a very low degree of confidence in the Applicant's capability to deliver.	The response demonstrates a poor approach and gives a low degree of confidence in the Applicant's capability to deliver.	The response demonstrates an adequate approach and gives a moderate degree of confidence in the Applicant's capability to deliver.	The response demonstrates a good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates a very good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates an excellent approach and gives a very high degree of confidence in the Applicant's capability to deliver.
B6c Installation and Commissioning		Guidance Notes	Weighting	Unsatisfactory (0%)	Very Low Confidence (20%)	Low Confidence (35%)	Moderate Confidence (50%)	Good Confidence (65%)	Very Good Confidence (80%)	Excellent Confidence (100%)
B6c	<p>Describe how the Applicant approached the following aspects of the installation and commissioning of the MEP Services, and how issues and challenges were overcome:</p> <ol style="list-style-type: none"> Off-site manufacture, testing and commissioning of pre-fabricated elements including witnessing and approvals On-site installation, testing and commissioning of pre-fabricated elements Testing and commissioning processes; Optimisation of energy efficient MEP plant through construction and commissioning to ensure that it can be operated and maintained efficiently by the tenant following Project Completion. <p>Page Limit: 3 sides of A4 Please upload as PDF-format file, named 'B6c_Installation_Commissioning [Company Name]'</p>	<p>The response should:</p> <ol style="list-style-type: none"> demonstrate an understanding of and the ability to overcome issues and challenges encountered with manufacturing, testing and commissioning of pre-fabricated elements in an off-site location; demonstrate an understanding of and the ability to overcome issues and challenges encountered with testing, testing and commissioning of pre-fabricated elements on site; demonstrate relevant experience and technical capability in relation the commissioning of the MEP services and the successful management of the same; demonstrate how energy efficient MEP plant can be optimised to ensure it operates in an energy efficient manner post Project Completion. 	20%	No response provided or the response received is wholly unsatisfactory response.	The response demonstrates a very poor approach and gives a very low degree of confidence in the Applicant's capability to deliver.	The response demonstrates a poor approach and gives a low degree of confidence in the Applicant's capability to deliver.	The response demonstrates an adequate approach and gives a moderate degree of confidence in the Applicant's capability to deliver.	The response demonstrates a good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates a very good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates an excellent approach and gives a very high degree of confidence in the Applicant's capability to deliver.