

**Provision of Operational Support of Education Strategy**

**Reference: DN551565**

**INVITATION TO QUOTE**

**Quotation Return Document**

**Bidder to Complete**

**Company name:**

**Closing date for receipt of completed documents:**

**12th July 2021 at 12pm**

**1. GROUNDS FOR EXCLUSION (EVALUATED ON A PASS / FAIL BASIS)**

**Important: Please note that you are required to complete the Grounds for Exclusion directly on The Chest (Blackpool Council’s supplier portal). Questions included within this document must also be completed (in the spaces provided) and the document must be uploaded to the Chest as part of your response. Documents / correspondence will not be accepted any other way.**

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| **Grounds for Exclusion - Information to complete** | **Where to find / complete the information** |
| Part 1 – Potential Supplier information   * Supplier information * Declaration | These questions can be found on The Chest and must be completed via the system response wizard function or within the ‘Evaluation criteria/question sets’ section. |
| Part 2 – Exclusion Grounds   * Grounds for Mandatory Exclusion * Grounds for Discretionary Exclusion |
| Part 3 – Selection Questions[[1]](#footnote-1)   * Economic & Financial Standings * Insurance * Health & Safety |

# Important Note: You must provide the information requested in a manner and form which complies with the instructions given below and in the accompanying instructions.

**2. METHOD STATEMENT RESPONSES (QUALITY 50% & SOCIAL VALUE 10%)**

**Please note:**

* You are required to provide a response to each of the following Method Statements. Your statements should be set out in a clear and concise manner (within the response box provided), fully detailing how you will deliver the requirements in the Specification.
* You must respond to the Method Statements in full and avoid making unsubstantiated reference to company policies, statements or other documents. Please do not refer the evaluation panel back to your Grounds for Exclusion response. Any Method Statement that is not answered will automatically be awarded a zero mark.
* Should you be sub-contracting any part of the service, please ensure all your responses includes reference to your proposed sub-contractor / who you will be sub-contracting to and how you will ensure they maintain delivery as outlined within the documentation.
* Attachments (e.g. - policy documents, procedures etc.) should only be provided as evidence in support of your written response. If attachments are submitted as an answer with little or no narrative you will be automatically awarded a zero score. Further, where attachments are not referenced within the narrative they will not be given taken into account.
* If a response exceeds the specified word allocation your response will only be assessed up to the allocated words.  Diagrams, pictures and charts should only be used to clarify points made within your response and not used to exploit the word count allocation.  Any tables or other diagrams containing text will be included within the word count. Unless specifically asked for within the method statement any supporting diagrams, pictures, charts or tables should be included as clearly referenced appendices.

The Authority makes no guarantee that this additional information in any format will be evaluated and consideration of such will be at the absolute discretion of the Authority.

**Self-Certification**

**Suppliers will be excluded from the procurement process if they are unable to confirm compliance with the following requirements of the contract.** Suppliers who self-certify that they meet the requirements to these questions will be required to provide evidence of this if they are successful at contract award stage. Please note however that the Council reserves the right to ask potential suppliers to submit their evidence at any point in the process if it is necessary to ensure the proper conduct of the procurement.

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| **2.1** | **It is a requirement of this contract that the successful bidder is able to**  **demonstrate the criteria below:** | **Pass / Fail** |
|  | **Insurance Levels (required at the contract Commencement Date)**   * Employer’s (Compulsory) Liability Insurance = £5 million * Public Liability Insurance = £5 million * Professional Indemnity Insurance = £1 million   \*It is a legal requirement that all companies hold Employer’s (Compulsory) Liability Insurance of £5 million as a minimum. Please note this requirement is not applicable to Sole Traders. | ▢   Yes  ▢   No |
|  | Please confirm that you have in place, or that you will have in place by contract award, the human and technical resources to perform the contract to ensure compliance with the General Data Protection Regulation and to ensure the protection of the rights of data subjects. | ▢   Yes  ▢   No |

**Quality Response**

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| **2.2 Relevant Experience and Contract Examples** | **Weighting 25%** |
| Please provide details of up to three contracts, in any combination from either the public or private sector; voluntary, charity or social enterprise (VCSE) that are relevant to our requirement. VCSEs may include samples of grant-funded work. Contracts for supplies or services should have been performed during the past three years. Works contracts may be from the past five years.  The named contact provided should be able to provide written evidence to confirm the accuracy of the information provided below.  Consortia bids should provide relevant examples of where the consortium has delivered similar requirements. If this is not possible (e.g. the consortium is newly formed or a Special Purpose Vehicle is to be created for this contract) then three separate examples should be provided between the principal member(s) of the proposed consortium or Special Purpose Vehicle (three examples are not required from each member).  If you cannot provide examples see question 2.3.  ***Assessment Criteria:***   * Strong and successful track record in delivering relevant/ similar services * Evidence of experience and successful delivery consistently demonstrated through examples provided * Examples show experience of working in areas of high deprivation and how ongoing support and funding was generated for similar initiatives. * Examples are relevant in size & nature to the service outlined in the specification | |

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| **CONTRACT 1** | |
| **Name of customer organisation** |  |
| **Point of contact in the organisation** |  |
| **Position in the organisation** |  |
| **E-mail address** |  |
| **Description of contract (in no more than 500 words)** |  |
| **Contract Start date** |  |
| **Contract completion date** |  |
| **Estimated contract value** |  |
| **CONTRACT 2** | |
| **Name of customer organisation** |  |
| **Point of contact in the organisation** |  |
| **Position in the organisation** |  |
| **E-mail address** |  |
| **Description of contract (in no more than 500 words)** |  |
| **Contract Start date** |  |
| **Contract completion date** |  |
| **Estimated contract value** |  |
| **CONTRACT 3** | |
| **Name of customer organisation** |  |
| **Point of contact in the organisation** |  |
| **Position in the organisation** |  |
| **E-mail address** |  |
| **Description of contract (in no more than 500 words)** |  |
| **Contract Start date** |  |
| **Contract completion date** |  |
| **Estimated contract value** |  |

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| **2.3 Relevant Experience**  **(only complete if you cannot complete question 2.2)** | **Weighting 25%** |
| If you cannot provide at least one example for question 2.2, in no more than 500 words please provide an explanation for this e.g. your organisation is a new start-up or you have provided services in the past but not under a contract.  ***Assessment Criteria:***   * Strong track record in delivering relevant/ similar services * Evidence of experience and successful delivery consistently demonstrated through examples provided * Examples show experience of working in areas of high deprivation and how ongoing support and funding was generated for similar initiatives. * Examples are relevant in size & nature to the service outlined in the specification | |
| **Please respond below in no more than 500 words** | |

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| **2.4 Delivery** | **Weighting 40%** |
| Please set out your intended approach to embed our “place-based approach” to educational improvement in Blackpool. Please give details of how you intend to deliver through providing an outline plan detailing key stages, activities, training and a timetable of delivery.  Please detail how you intend to manage and communicate in relation to the delivery of quality work to ensure that the requirements outlined in the specification are fully satisfied. Your response should include as a minimum:   * A detailed project plan detailing timescales and resource allocation to ensure the delivery of the objectives to the given budget and timescales * Key risks, challenges of the project with mitigation proposals * Detail of the evidence base that supports your approach and the tools that you propose to use to support your approach   Evaluation criteria   * Detailed project plan including timescales and resource allocation which demonstrates effective resource planning * Evidence that the required outcomes outlined in the specification will be achieved * Intended approach is clearly detailed. * Clear link between proposal and evidence base. * Identification of underpinning support tools and resources * Clear communication plan identified along with an indication of knowledge and intended partnership working with other aligned initiatives across Blackpool | |
| **Please respond below in no more than 1000 words** | |

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| **2.5 Proposed Team** | **Weighting 35%** |
| Please identify the proposed team/individuals to be involved in the delivery of the commission detailing the relevant qualifications, experience, competencies, CVs.  Your response should also provide an explanation as to how your organisation would ensure continuity and quality of service, in the case of staff sickness, leave or other reason for absence and how delivery of this commission fits within the context of any other commitments the proposed delivery team may have.  **Assessment Criteria**  **Assessment of the extent to which the bidder has demonstrated and evidenced:**   * A team that can demonstrate an understanding of the diversity of area * Evidence of market knowledge particularly in Education * Relevant qualifications, experience, skills and competencies of the proposed team members/individuals * Availability and commitment of proposed delivery team providing reassurance that the proposed team can effectively manage capacity and prioritise workload * Clear robust contingency plans in place to ensure continuity of service with sufficient cover proposed to deliver the commission within the stipulated timetable | |
| **Please respond below in no more than 1000 words** | |

**Social Value Response**

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| **Alignment with Blackpool Council Supplier Charter Principles & Delivery of Social Value** | **Weighting 100%** |
| Blackpool Council’s Supplier Charter (included at Section 7 of this document) contains a statement of intent of commitment to our suppliers and the expectations we have of current and potential suppliers.  Please demonstrate how your organisation proactively operates in a manner which aligns to the 6 Charter principles (as listed below).   * Local employment * Local supply chains * Good employer * Green & sustainable * Best practice processes * Healthy workplace   Please also include details as to how your organisation will disseminate Blackpool Council’s Supplier Charter principles throughout your workforce and supply chain as appropriate.  Blackpool Council are seeking to maximise the delivery of Social Value outputs and outcomes during the contract period and beyond. Please describe any specific and tangible Social Value measures that you are prepared to offer to Blackpool for the duration of the contract.  Measures proposed must be in line with Blackpool Council’s Social Value Guide (attached at Appendix \*\*\*), specifically relating to objectives and ‘what can suppliers do to help’. Examples include local apprenticeships; on the job training; career advice; use of local supply chains.  Outline in full how your proposals will be measured and evaluated, including targets for Key Performance Indicators (KPI’s) (i.e. state the number of apprenticeships to be offered) and should be substantiated with examples / case studies of how measures have been successfully implemented on other projects. Please note that your proposals must be at no additional cost to the Authority.   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **Social Value Objective** | **Description of specific measures** | **Quantify measures**  **(how much)** | **How monitored/measured and evaluated (*KPI’s to be used as a measure for the duration of the contract)*** | **Examples/case studies to support your proposal** | | ***EXAMPLE ONLY*** *– Creating opportunities for our service users to benefit* | *Provide jobs for residents in the local area – specifically targeting recruitment at supported employment customers* | *2 fte positions throughout the contract* | *KPI – No of employees residing at an FY postcode. To be reported at scheduled progress / contract meetings with the Council* | *2 local long term unemployed residents recruited to work on contract provided to AN Other Council* | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  |   **Assessment Criteria: *Assessment of the extent to which the tenderer has demonstrated and evidenced:***   * Best practice processes comply with the Supplier Charter principles. * Initiatives align with the principles of the Supplier Charter. * Robust process for disseminating Supplier Charter principles throughout the workforce. * Social Value proposals add clear and measurable benefit to Blackpool. | |
| **Please respond below in no more than 500 words** | |

# Important Note: You must provide the information requested in a manner and form which complies with the instructions given below and in the accompanying instructions.

**3. PRICING INFORMATION (WORTH 40% OF OVERALL SCORE)**

**Please note:**

* Rates and prices must be inclusive of ALL disbursements and exclusive of VAT. It is most important that your price submission includes all cost elements which would be chargeable to the Authority (clearly itemised). Blackpool Council will not be liable for any costs / prices not identified in your submission.
* In the event of this Invitation to Quotation incorporating a price / cost schedule, and unless stated to the contrary, the prices tendered against the items on the schedule must be in accordance with the price(s) per unit(s) indicated as being required.
* Bidders must take into account any potential price increases due prior to the commencement of the contract period as prices will be fixed for the first 12 months of the Contract. All prices to be fixed for the first 12 months of the contract.
* The maximum available budget for this project is £60,000. Any bids received which are in excess of the specified budget will be considered to be a failed bid and will not be evaluated.
* Please complete the pricing information below / attached at Appendix C

**4. SIGNED DECLARATION / FORM OF TENDER**

Submitted by: (Company name).………………………………………………..…………………………….……

Name & Address ………………………………………………………………………………………………………

…………………………………………………………………………………….…………………………………………..

Tel No: ………………………………………E-Mail:…………………………………………………………………..

* I/We the undersigned, hereby guarantee that all services will comply with the requirements contained in the Authority’s Quotation Document and undertake to provide to the satisfaction of Blackpool Council the Services described herein.
* I/We accept, as a condition of bidding, that the Council has the right to abandon the procurement process at any stage.
* I/We confirm that the contents of this Tender will remain valid for 90 days from the date of this Form of Tender.
* I/We further undertake and agree to execute if required to do so, after the acceptance of this tender, a formal agreement in accordance therewith to be prepared by the Head of Procurement of the said Council.
* I/we hereby declare that neither I/we nor my/our employees, servants or agents have followed nor will follow in relation to the tender or any contract made pursuant there to the following practices:-

(a) The communication to a person other than the Authority of the amount of any proposed tender in accordance with any agreement and arrangement to so communicate:

* 1. The adjustment of the amount of proposed tender in accordance with any agreement or arrangement between me/ourselves and any person other than the Authority.
* I / We have not corrupted/amended any text whatsoever in this electronically transmitted tender document.

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| Name |  |
| Signed |  |
| Position Held |  |
| Date |  |
| Witnessed by |  |
| Address |  |

**5. CERTIFICATE OF NON-COLLUSION AND NON-CANVASSING**

*Note to Organisation*: As a public body it is important that Blackpool Council receives genuine competitive offers from Tenderers, and that all Tenderers act in a manner that is honest and reflects best practices. Tenderers are therefore required to sign this document to certify that they have not and will not undertake any acts of canvassing or collusion.

Statement of Non-canvassing:

I/we hereby certify that I/we have not canvassed any member, director, employee or adviser of the Council in connection with this Tender and the proposed award of the Contract by the Council and that no person employed by me/us or acting on my/our behalf, or advising me/us, has done any such act.

I/we further hereby undertake that I/we will not canvass any member, director, employee or adviser of the Council in connection with this Tender and the proposed award of the Contract and that no person employed by me/us or acting on my behalf, or advising me/us, will do any such act. I/we agree that the Council may, in consideration of this bid, and in any subsequent actions, rely upon the statements made in this Certificate.

**Statement of Non-collusion:**

The essence of the public procurement process for selective tendering for the Contract is that the Council shall receive bona fide competitive Tenders from all Tenderers.

In recognition of this principle, I/we hereby certify that this is a bona fide offer, intended to be competitive, and that I/we have not fixed or adjusted the amount of the offer or the price in accordance with any agreement or arrangement with any person (except any sub-contractor identified in this offer).

I/we also certify that I/we have not done, and undertake that I/we will not do, at any time during the tender process or in the event of my/our tender being successful while the resulting Contract is in force, any of the following acts:

1. enter into any agreement or agreements with any other person that they shall refrain from tendering to the Council or as to the amount of any offer submitted by them; or
2. inform any person, other than the Council of the details of the Tender or the amount or the approximate amount of my/our offer except where the disclosure was in confidence and was essential to obtain insurance premium quotations required for the preparation of the Tender; or
3. cause or induce any person to enter into such an agreement as is mentioned in paragraph 1 and 2 above or to inform us of the amount or the approximate amount of any rival Tender for the Contract; or
4. commit any offence under the Public Bodies Corrupt Practices Act 1889, the Prevention of Corruption Acts 1889 to 1916 nor under Section 117 of the Local Government Act 1972; or
5. offer or agree to pay or give or actually pay or give any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other Tender or proposed Tender for the performance of the Project covered by the Tender any act or omission.

In this Certificate, the word ’person’ includes any person, body or association, corporate or incorporate and ‘agreement’ includes any arrangement whether formal or informal and whether legally binding or not.

I/we agree that the Council may, in its consideration of the offer, and in any subsequent actions, rely upon the statements made in this certificate.

Signed

Name

Position

Date ­­­­­­­­­­­­­­­­­­­­­

For and on behalf of [please insert company name]

**6. INFORMATION PROVIDED IN CONFIDENCE & COMMERCIAL INTERESTS**

**The following forms should be submitted with all quotations and tenders to indicate areas of your submission that you consider to be either *INFORMATION PROVIDED IN CONFIDENCE OR OF COMMERCIAL INTEREST*.**

**It is important these sections are given consideration prior to submission of your bid. You must not simply indicate ‘tender response’ but must identify specific areas of your tender submission with the reason why you consider it to be provided in confidence or of commercial interest.**

**Confidential material** is as defined in Section 41 of the Freedom of Information Act, 2000 (FoI) where the disclosure of the information would constitute an actionable breach of confidence.

**Information deemed to be of commercial interest** is as defined in Section 43 of the FoI and relates to *‘information, the disclosure of which would be likely to prejudice the commercial interests of any person’*.

**Tenderers should make themselves aware of the definition of each term as well as the circumstances in which FoI & Environmental Information Regulations 2004 (EIR) exemptions apply.**

**Confidential material checklist**

**Confidential documents not for disclosure to third parties under the FoI & EIR**

**The authority may be obliged to disclose information in or relating to this quotation / tender exercise following a request for information under FoI or EIR therefore please outline in the table below all items which you consider are genuinely confidential and which are not for disclosure in respect of your application.**

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| **Information / Document** | **Reference / Page No.** | **Reasons for non-disclosure** |
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The applicant acknowledges that the confidential information listed in this schedule is of indicative value only and the authority may be obliged to disclose it pursuant to a request under the FOI or EIR.

The authority shall act reasonably and use its discretion when making a decision to release or withhold information pertaining to the above if it is requested. By indicating what information you believe to be confidential the Council will consider your views however the authority will make the final decision to disclose information or not.

Note: To be kept with the correspondence for consideration should a request for information under the Freedom of Information Act 2000 or Environmental Information Regulations 2004 be received. This document can be destroyed in line with the retention and destruction schedule.

**Commercial Interests**

**Information deemed to be of commercial interest and not for disclosure to third parties under FoI or EIR.**

**The authority may be obliged to disclose information in or relating to this quotation / tender exercise following a request for information under the FoI or EIR therefore please outline in the table below items which you consider are genuinely commercially sensitive and which are not for disclosure in respect of your application.**

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| --- | --- | --- | --- |
| **Information / Document** | **Reference / Page No.** | **Reasons for non-disclosure (cite exemption(s) to be considered)** | **Duration of confidentiality** |
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The applicant acknowledges that the commercially sensitive information listed in this schedule is of indicative value only and the authority may be obliged to disclose it pursuant to a request under the FOI or EIR.

The authority shall act reasonably and use its discretion when making a decision to release or withhold information pertaining to the above if it is requested. By indicating what information you believe to be commercially sensitive the Council will consider your views however the authority will make the final decision to disclose information or not.

Note: To be kept with the correspondence for consideration should a request for information under the Freedom of Information Act 2000 or Environmental Information Regulations 2004 be received. This document can be destroyed in line with the retention and destruction schedule.

**7. BLACKPOOL COUNCIL SUPPLIER CHARTER**



Blackpool Council – Supplier Charter

Blackpool Council’s mission states:

*“The UK’s number one family resort with a thriving economy that supports a happy and healthy community who are proud of this unique town.”*

With this in mind, the purpose of this Charter is to set out some guiding principles which Blackpool Council will adhere to and to which it will invite its contracted suppliers, the wider business community, other public sector bodies (including Schools) and third sector organisations to adopt.

The Council is a major purchaser within the local economy and seeks to act as a role model of good purchasing practice, and recognises that suppliers play a critical role in the delivery of public services. We want to work with suppliers in a way that promotes a clear understanding of the Council’s needs.

Charter signatories will consider how they can make a positive contribution to improve the economic, social and environmental well-being of Blackpool in order to help achieve the following priorities.

Council Priorities

* “The economy: Maximising growth and opportunity across Blackpool”
* “Communities: Creating stronger communities and increasing resilience”
* “Organisational Resilience: Ensuring the efficient and effective running of the organisation to enable us to deliver quality services”

Charter Principles

* Local employment.
* Local supply chains.
* Good employer.
* Green & sustainable.
* Best practice processes.
* Healthy workplace.

**Blackpool Council’s commitment to suppliers is to:**

* Operate lawful procurement processes that ensure all rules and policies are fairly applied, which also minimises the cost to suppliers and allows equal access to relevant information.
* Encourage a wider and diverse range of suppliers to compete for Council business.
* Any tender that the Corporate Procurement Team undertake will be advertised on the North West e-Tendering Portal – The Chest (<https://procontract.due-north.com/>)
* Where appropriate and practicable, Blackpool Council will balance opportunities with value for money by considering the division of larger contracts into smaller lots, to give SMEs and the Voluntary and Community Sector an equal chance to tender for them.
* Where appropriate Blackpool Council will conduct supplier days to brief, train and support suppliers to submit compliant tenders.
* Respond to enquiries in a courteous, timely and professional manner.
* Publish guidance on how to do business with the Council in appropriate locations and provide clear specifications avoiding unnecessary and onerous contract terms and information requirements.
* Offer constructive feedback to suppliers after award of contracts.
* Where invoices are not in dispute, to meet contractual payment terms.
* Always act in line with our Council values of accountability, fairness, quality, trustworthiness and compassion.

**Signatories of the Charter will commit to or consider the following:**

*Local employment*

* *Creating employment and training opportunities for local residents including people with disabilities and support people into work and work experience placements. Blackpool Council’s* ***Positive Steps into Work*** *scheme is a free, friendly service that will support your business to meet its recruitment needs.*

*Tel: 01253 477300 or email* [*positivesteps.intowork@blackpool.gov.uk*](mailto:positivesteps.intowork@blackpool.gov.uk)

* *Seek opportunities to work with schools to ensure that the young people of Blackpool are equipped with the right skills to match the requirements of the labour market.*
* *Adopt Blackpool Council’s Social Value Toolkit and Sustainable Procurement Code of Practice and use these to consider employment and skills opportunities at every stage of the procurement process.*
* *Seek to deliver other social, economic and community benefits through delivery of the contract.*

*Local supply chains*

* *Support the local economy by choosing suppliers close to the point of delivery.*
* *Encourage suppliers to endorse the principle of buying local through their supply chains.*

*Good employer*

* *Ensure that employees are given a fair reward and help foster a loyal and motivated workforce.*
* *Provide a safe and hygienic working environment.*
* *Ensure that they comply with relevant legislation and industry standards.*
* *Not discriminate based on race, caste, national origin, religion, age, disability, mental health issues, gender, marital status, sexual orientation, union membership or political affiliation.*
* *Not tolerate harassment or intimidation.*
* *Refrain from using ‘zero hours’ employment contracts adopt the Real Living Wage as a minimum and encourage sub-contractors to do the same.*
* *Pledge never to commit, condone, or remain silent about violence in any form against any victim and provide appropriate support for staff who experience domestic abuse through a clear Domestic Abuse Staff Policy. See* [*www.whiteribbon.org.uk*](http://www.whiteribbon.org.uk) *for further information.*

*Green & sustainable*

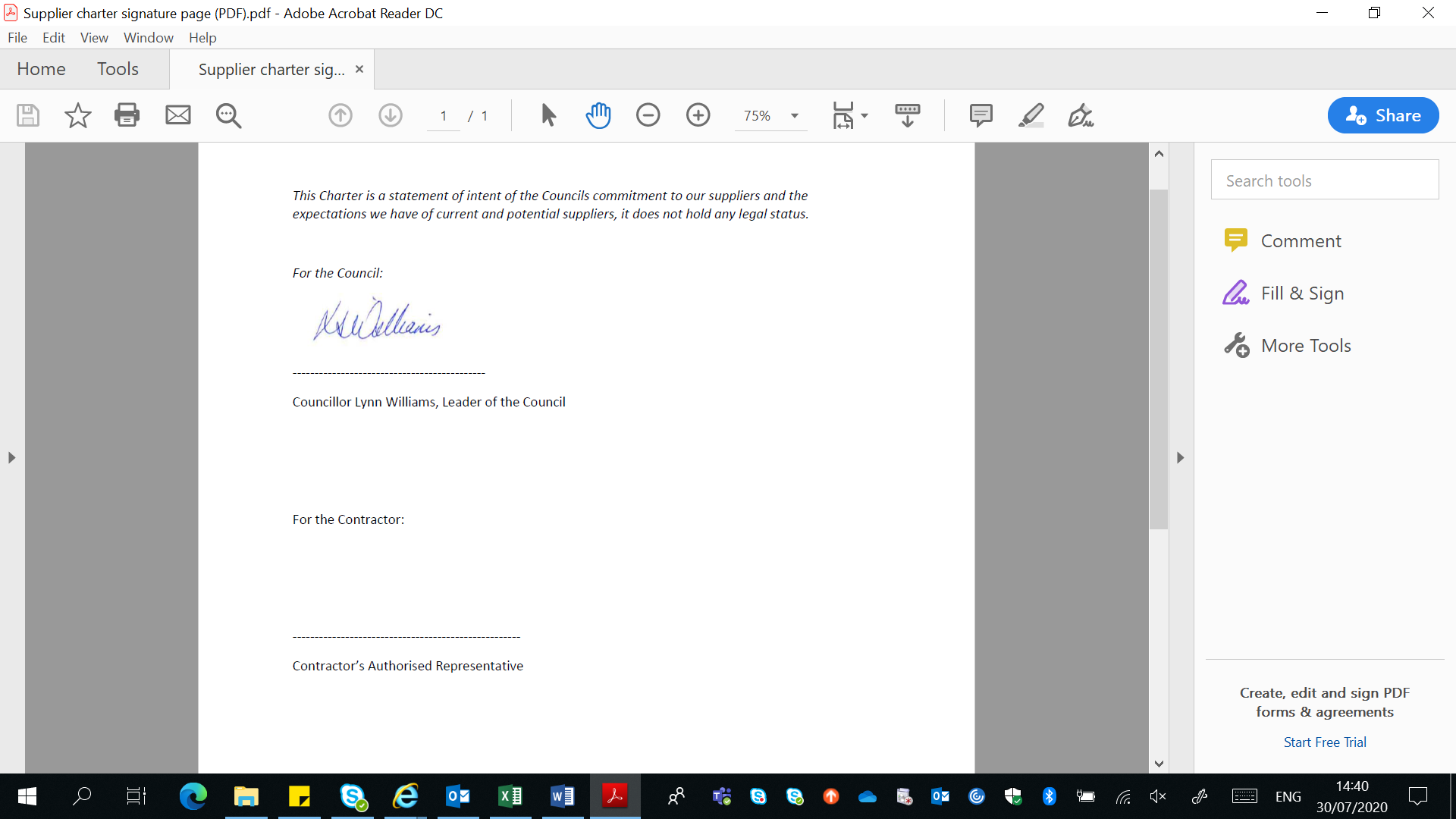
* *Awareness of carbon footprint, including the indirect carbon used in manufacturing and the direct impact of operations and logistics. The Council has declared an intention to make all its activities net zero carbon by 2030.  In order to meet the target, Suppliers must ensure that service provision is undertaken in a carbon neutral manner at their earliest opportunity.*
* *Eliminate unnecessary waste by adopting the “reduce, reuse and recycle” philosophy.*
* *Be a good neighbour, minimise negative local impacts (e.g. noise, air quality) and improve green areas.*
* *Reduce adverse impacts on the environment through the suppliers supply chain.*
* *Utilise more environmentally sustainable products and materials (e.g. low energy, recycled paper, FSC stamped timber, carbon steel).*
* *Work with the Council in having a zero tolerance approach to the practice of utilising single use plastic products.  Make every effort to find alternatives to single use plastic products wherever possible.*

*Best practice processes*

* *To work to the highest standards of business integrity and ethical conduct ensuring that actions and behaviours are carried out in line with our Council values of accountability, fairness, quality, trustworthiness and compassion.*
* *Pay suppliers and sub-contractors promptly and in line with the Council’s terms.*
* *Seek to deliver value for money and continuous improvement through the life of the contract.*
* *Ensure compliance with all relevant legislation.*
* *Work collaboratively, suggesting innovative ways to achieve the principles of the Charter.*
* *Provide constructive feedback on processes, including barriers to business.*
* *Communicate problems and concerns quickly to ensure early intervention and resolution of issues.*
* *Support the use of basic technology (e.g. internet and email) to enable suppliers and the Council to benefit from e-sourcing processes.*
* *Conduct all communications in a courteous and timely manner, ensuring that any request to release information, e.g. Freedom of Information Act 2000 is made within permitted timescales.*

*Healthy workplace*

* *Provide opportunities to improve employee health and wellbeing, including promoting and supporting healthier lifestyles. You can find advice and guidance at:* <http://www.nhs.uk/Livewell/workplacehealth/Pages/Workplacehome.aspx>



1. [↑](#footnote-ref-1)