

INVITATION TO TENDER

TFL95742 – CHANGE CONSULTANCY SUPPORT

CONTRACT FOR

TRANSPORT FOR LONDON

CONTENTS

1.	INTRODUCTION.....	2
2.	OVERVIEW OF INVITATION TO TENDER.....	2
3.	PROCUREMENT TIMETABLE	3
4.	COMPLETING AND SUBMITTING A TENDER.....	3
5.	QUESTIONS AND CLARIFICATIONS.....	4
6.	OVERVIEW OF THE EVALUATION PROCESS	5
7.	DECISION TO AWARD	10

1. INTRODUCTION

- 1.1 This Procurement will establish a Supplier Contract(s) for the purchase of Change Consultancy Services. The Services are described in detail within Appendix A, Statement of Requirements.
- 1.2 The contract will be for an initial 2 years an option to extend for a further 12 months.
- 1.3 This Contract will be between the successful Supplier(s) and the Authority(s).
- 1.4 The Contract is being offered under the Crown Commercial Service Management Consultancy Framework Two – RM6008 Framework Agreement Terms and Conditions which will govern any resultant Contract.
- 1.5 The Authority is managing this Procurement in accordance with the Public Contracts Regulations 2015.
- 1.6 This is a call off contract and as such the Authority cannot guarantee volumes of work.
- 1.7 This ITT contains the information and instructions that Potential Providers need to submit a compliant Tender. Words in this ITT which are capitalised have definitions either in the paragraph in which such words appear or in the glossary at paragraph 8.
- 1.8 Please read this ITT carefully as non-compliance with the instructions contained in this document and all its Appendices may result in exclusion of a Potential Provider's Tender from this Procurement. If a Potential Provider has read all of the instructions and information carefully but are still unsure at any point how to respond, please submit a question as described in paragraph 4. The Authority shall assume that Potential Providers fully accept this ITT and its Appendices where no questions are raised.
- 1.9 You must upload your tender to the online e-Tendering portal at <https://procontract.due-north.com>
- 1.10 For help on uploading your tender, please refer to the video tutorials, FAQ's and help pages found in the Help Centre 'Responding to Tenders' section of the e-tendering website <https://supplierhelp.due-north.com/>.
- 1.11 If you encounter any problems please, first refer to the above referenced FAQ's and video tutorials. If the problem persists please contact 'log a ticket' on the supplier support portal (<http://www.proactis.com/Support>) in good time and inform the relevant tender co-ordinator of your issue. You are strongly recommended not to leave uploading of all data to the last day. Neither TfL nor its e-procurement system provider will be responsible for any failure to upload data due to insufficient time being allowed by Bidders. If you encounter a problem with using the e-procurement system website that will prevent you from completing the ITT before the closing date and time you must:

Log the problem with the e-procurement website helpdesk taking note of the time and contact details at the helpdesk, and contact the below named point of contact.
- 1.12 No hard copy documents will be issued and all communications with the Authority (including the submission of Tenders) will be conducted via ProContract. Potential Providers must ensure that the details of the point of contact nominated are accurate at all times as the Authority will not be under any obligation to contact anyone other than the nominated person.

2. OVERVIEW OF INVITATION TO TENDER

- 2.1 The following appendices may accompany this ITT:
 - 2.1.1 Appendix A – Statement of Requirements
 - 2.1.2 Appendix B – Call Off Order Form – Draft version

2.1.3 Appendix C – Pricing Schedule

3. PROCUREMENT TIMETABLE

- 3.1 The timetable below may be changed by the Authority at any time. Changes to any of the dates will be made in accordance with the applicable procurement law. You will be informed of any timetable changes.

ACTIVITY	DATES & TIMES
Publication of ITT	14 th June 2021
Clarification period closes (“ Tender Clarifications Deadline ”)	17:00 25 th July 2021
Deadline for submission of Tenders to the Authority (“ Tender Submission Deadline ”)	17:00 5 th July 2021
Proposed Award Date of Contract	W/C 19 th July 2021
Expected commencement date for Contract(s)	W.C 26 th July 2021

4. COMPLETING AND SUBMITTING A TENDER

- 4.1 To participate in this competitive tendering exercise, Potential Providers are required to submit a Tender which fully complies with the instructions in this ITT and its Appendices.
- 4.2 Potential Providers are strongly advised to read through all documentation first to ensure they understand how to submit a fully compliant Tender.
- 4.3 Remember:
- 4.3.1 It is the Potential Provider’s responsibility to ensure that a fully compliant Tender is submitted.
 - 4.3.2 Potential Providers must ensure that they are using the latest versions of this document and its Appendices, as the documentation may be updated from time to time.
 - 4.3.3 Allow plenty of time for the entering your responses – do not leave it until the day of the Tender Submission Deadline.
- 4.4 Additional Materials, Documents and Attachments.
- 4.4.1 Potential Providers must adhere to the following instructions;
 - 4.4.1.1 No additional attachments should be submitted with a Tender unless specifically requested by the Authority.
- 4.5 Data Entry
- 4.5.1 A fully compliant Tender must adhere to the following instructions;
 - 4.5.1.1 The Tender must be submitted in the English (UK) language.
 - 4.5.1.2 Potential Providers must answer all questions accurately and as fully as possible, within the word / character limits specified.

4.5.1.3 Potential Providers must not answer questions by cross referring to other answers or to other materials (e.g. annual company reports located on a web site). Each question answered must be complete in its own right.

4.5.1.4 The Authority may disregard any part of a response to a question which exceeds the specified word / character limit (i.e. the excess will be disregarded, not the whole response). The stated word / character limit includes spaces and punctuation.

4.6 Deadline for the submission of Tenders

4.6.1 All Tenders must be received by the Authority before the Tender Submission Deadline (see the Procurement Timetable in paragraph 3 for details).

4.7 Late Tenders:

4.7.1 Tenders received after the Tender Submission Deadline may be considered irregular and therefore will be excluded from this Procurement.

4.8 Uploading and submitting a Tender

4.8.1 Potential Providers are responsible for ensuring that their Tender has been successfully completed prior to the Tender Submission Deadline.

4.8.2 Potential Providers may modify and resubmit a Tender at any time prior to the Tender Submission Deadline. Before the Tender Submission Deadline, Potential Providers must satisfy themselves that the Tender has been submitted including all responses and attached any requested attachments. Potential Providers cannot modify a Tender after the Tender Submission Deadline.

Tenders must remain valid and capable of acceptance by the Authority for a period of 90 calendar days following the Tender Submission Deadline. An attempt to submit a Tender with a shorter validity period may lead to the exclusion of a Tender.

4.9 Confidentiality

4.9.1 Potential Providers must not collude with nor disclose the fact of their intention to submit a Tender to other Potential Providers.

4.9.2 The Authority may disclose information provided by a Potential Provider where there is express provision to do so in accordance with Regulation 21 (2).

5. QUESTIONS AND CLARIFICATIONS

5.1 Potential Providers may raise questions or seek clarification regarding any aspect of this Procurement at any time prior to the Tender Clarifications Deadline (see the Procurement Timetable as set out in paragraph 3). Questions must be submitted in procontract in the messages..

5.2 To ensure that all Potential Providers have equal access to information regarding this Procurement, the Authority will publish all its responses to questions asked and or clarifications raised by Potential Providers via ProContract.

5.3 If a Potential Provider wishes to ask a question or seek clarification in confidence they must notify the Authority and provide justification for withholding the question and any response. If the Authority does not consider that there is sufficient justification for withholding the question and the corresponding response, the Authority will inform the Potential Provider, who will have an opportunity to withdraw the question or

clarification. If the question and or clarification is not withdrawn, then the response will be issued to all Potential Providers.

- 5.4 The Authority reserves the right to contact Potential Providers at any time for clarification on all or any part of their Tender during this Procurement and which is likely to require a prompt response.

6. OVERVIEW OF THE EVALUATION PROCESS

- 6.1 The evaluation process will be conducted in a fair, equal and transparent manner in accordance with UK and EU procurement rules.

- 6.2 The award criteria have been developed to assist TfL in deciding which bidder to award a contract to on the basis that their response represents the most economically advantageous tender. The award criteria are for use by those bidders, who have been invited to tender for the proposed contract, their professional advisers and other parties essential to preparing responses to the ITT and for no other purpose.

- 6.3 Failure to disclose all material information (facts that we regard as likely to affect our evaluation process), or disclosure of false information at any stage of this procurement process may result in ineligibility for award. You must provide all information requested and not assume that TfL has prior knowledge of any of your information.

- 6.4 We actively seek to avoid conflicts of interest and reserve the right to reject tenderers as ineligible where we perceive an actual or potential conflict of interest. You must advise and discuss all potential conflicts of interest with the TfL contact named prior to submission of your completed tender.

- 6.5 Completed tenders will be evaluated by TfL Procurement & Supply Chain staff, supported by other experts:

- each question will be scored as indicated;
- pass/fail criteria will apply as indicated, and failures will be allocated where threshold scores for failure are indicated;
- indicated weightings will be applied to scored responses, and those tenders with no fails will be ranked;
- TfL will reserve the right to award in whole or in part the contract.

6.6 Abnormally Low Tender

Your price proposal will be reviewed to consider if it appears to be abnormally low. An initial assessment will be undertaken using a comparative analysis of the price proposal received from all bidders, with reference to the methods proposed by you.

If the assessment shows that your tender may be abnormally low, then TfL will request from you a written explanation of your tender, or of those parts of your tender, which TfL considers contribute to your tender being abnormally low.

On receipt of your written explanation, TfL will verify with you the tender or parts of the tender.

If TfL is still of the opinion that you have submitted an abnormally low offer, TfL will confirm this to you and will advise either:

- that your tender has been rejected; or
- that, for tender evaluation purposes, TfL will make an adjustment to the price proposal to take account of any consequences of accepting an abnormally low tender.

6.7 Weightings Guidance

- The evaluation process will be conducted in a fair and transparent manner in accordance with UK and EU procurement rules.
- The award criteria have been developed to assist us in deciding which tenderer(s) to award a contract to on the basis of Most Economically Advantageous Tender that will deliver the best added value to the business. They are for use by tenderers who have been invited to tender for the proposed contract, their professional advisers and other parties essential to preparing responses to the Invitation to Tender and for no other purpose.
- Failure to disclose all material information (facts that we regard as likely to affect our evaluation process), or disclosure of false information at any stage of this procurement process may result in ineligibility for award. You must provide all information requested and not assume that we have prior knowledge of any of your information.
- We actively seek to avoid conflicts of interest and reserve the right to reject tenderers as ineligible where we perceive an actual or potential conflict of interest. You must advise and discuss all potential conflicts of interest with the TfL contact named on the first page of this letter prior to submission of your completed tender.

Evaluation requirements

The evaluation process will consist of the following for this ITT:

Stage 1 (a) Evaluation – Receipt and Opening – Responses will be formally logged upon receipt and any ITT Response not submitted on the portal by the deadline will be rejected and not considered for evaluation. Each tender shall be reviewed to ensure that:

- It is sufficiently complete to enable the Tender to be reviewed in accordance with the Evaluation Methodology (TfL may at its discretion request additional information in relation to a tender where this requirement has been substantially met such information to then be considered as if it had been submitted as part of the tender);
- Submissions by bidders are in the right legal entity as stated on the CCS Framework RM6008;
- It includes confirmation of acceptance of the terms and conditions; and
- Submissions will be checked to ensure that the requirements in the SoR have been met.
- All Tenders that are compliant with bullet points above shall progress to Evaluation Stage 2.

Stage 2 (a) Technical Evaluation - 40%

Stage 2 (a) will consist of an evaluation of the Potential Providers technical submissions which will account for 40% of their total marks. Where a Potential Providers does not achieve a minimum of 50% (Quality Threshold), TfL reserve the right not to shortlist them for the Commercial Stage evaluation (Stage 2(b)). Potential Providers who fail to achieve the minimum Quality Threshold may be eliminated from the procurement exercise.

Stage 2 (b) Commercial Evaluation – 40%

Stage 2 (b) will consist of an evaluation of the Potential Providers Commercial submission. The commercial submission will account for 40% of their total marks.

Stage 2 (c) Interview Evaluation – 20%

Potential Providers will be ranked by adding their total technical score Stage 2 (a) to their commercial score Stage 2 (b). The top 3 Bidders (maximum) will be taken forward to the Interview Stage. If there is a break of more that 5% between any of the top 3 Bidders TfL may invite less than 3 to the Interview Stage.

Stage 2 (a) – Technical (Quality Questions)

Submissions for the Technical (quality questions) response for this ITT will be evaluated as follows:

Total for Technical Evaluation = 40%

Table 1 – Technical (Quality Questions) Weighting

Criteria	Score	Weighted Score
Resources and Expertise	45%	15%
Change Management and Implementation	20%	9%
Delivery Impact and Programme Management	15%	7%
Engagement	20%	9%
Technical (Quality Questions)	100%	40%

Bidders must achieve a **minimum** score of 50% for this section (Quality Threshold) in order to progress to Stage 2 (b) Commercial. Potential Providers who fail to achieve the minimum score of 50% may be eliminated from the procurement exercise.

6.8 The Potential Providers Technical submission must cover all the Services stated in the Statement of Requirements (SoR). Potential Providers should demonstrate their ability to meet the requirements in their responses to the questions at **Appendix 1**.

The Technical Evaluation will be scored as per the ITT Evaluation Criteria in Table 2.

Table 2 – ITT Evaluation Criteria

Score	Scoring Definition
25 Excellent	The Potential Providers response provides full confidence that the Potential Provider understands and can deliver the requirements and addresses all the requirements set out in the question.
16 Good	The Potential Providers response provides a good level of confidence that the Potential Provider understands and can deliver the requirements and addresses most of the requirements set out in the question.
9 Average	The Potential Providers response provides an average level of confidence that the Potential Provider understands and can deliver the requirements and addresses some of the requirements set out in the question.
4 Poor	There are weaknesses (or inconsistency) in the Potential Providers understanding of the requirements and the response is lacking in some areas.
0 Unacceptable	Potential Providers response fails to address some or all the requirements set out in the question.

Invitation to Tender - Stage 2 (b) - Commercial Evaluation

Submissions for the Commercial response for this ITT will be evaluated as follows:

Table 3: Evaluation – Scoring Guidance for Commercial Stage 2 (b)

Criteria	Score
Commercial	40%

The Commercial response will be scored as follows:

– Inverse proportion of lowest cost which is calculated as follows:

Weighted Score= (Lowest Cost/Tender Cost)* Price Weighting.

The Bidder with the lowest pricing proposal, which will be based on their blended day rate, will receive 40% of the Price (Commercial) element.

Table 4: Day Rates

Role / Grade	Day Rate (RM6008 Framework) £	Day Rate Discount (%)	Day Rate* (with Discount) £	Weighting
Junior Consultant				2%
Consultant				9%
Senior Consultant / Manager				9%
Principal Consultant				10%
Managing Consultant / Associate Director / Director				6%
Partner / Managing Director				4%
Total				40%

*Day rate is 8 hours. All expenses are included in the rates. All rates shall be exclusive of VAT. The rates provided shall remain fixed for the duration of the contract.

Stage 2 (c) – Interview Stage

Submissions for the Interview response for this ITT will be evaluated as follows:

Table 5 – Interview Weighting

Criteria	Score
Interview	20%

The team that has been identified in the Potential Providers submission and will be allocated to the programme if successful must attend in person. The interview will comprise of questions and TfL will direct their questions to the appropriate roles/individuals to respond.

The questions asked at interview will be scored against criteria that will be shared upon invitation to the Interview Stage. The scoring guidance will include a confidence factor based on ability to deliver within TfL.

The evaluation of this section - Stage 2 (c) Interview Stage will account for 20% of the total score.

Upon completion of evaluation Stage 2 (c), all weighted scores will be added together to produce an overall final weighted score, the highest of which will be confirmed as the successful bidder.

SUMMARY TABLE

Criteria	Score
Technical – Questions: Section 2A	40%
Technical – Interview: Section 2C	20%
Commercial – Rates: Section 2B	40%

7. DECISION TO AWARD

- 7.1 Following evaluation of Tenders in accordance with the evaluation process set out in this ITT, the Potential Provider which offers the most economically advantageous Tender may be awarded a Contract.
- 7.2 Where the Final Score achieved by multiple Potential Providers ranks them equally, then the Potential Provider with the highest score for the price element will be deemed the winner and awarded the Contract.
- 7.3 Should the Potential Provider ranked first decline to accept a Contract, then it will be offered to the next ranked Potential Provider until it has been accepted.
- 7.4 A Contract award is subject to formal signature by both parties (including the satisfaction of any conditions precedent) providing all pre conditions are met e.g. certificates, statements and other means of proof where Potential Providers have to this point relied on self-certification.

APPENDIX 1

Section A: Resources and Expertise

Question	Criteria
Please provide details of the team you will deploy to the Pan-TfL Change team.	<ul style="list-style-type: none">• CV's demonstrate the quality and experience required to deliver this programme and why you feel they are the best people.• Confirm how you will ensure that resources with the right skills are available at short notice as work packages emerge• Confirm how you will agree with TfL that resources deployed are suitable• How you will assure TfL that you are deploying Subject Matter Experts (SMEs) and if not available through your own in-house team how you will provide them through your extended service provision?
Please provide details on how you will manage the deployment of resources through the life of this contract.	<ul style="list-style-type: none">• Process of how you deploy resources and the use/dependency of third-party resources/associates.• Process for assessing capability undertaken.• How you manage the churn rate of resources used through the life of this contract and maintain this below x%.• Demonstrate how you have strength in depth of experience in the areas TfL needs to ensure expertise will always be available when needed
Please provide assurance that resources (typically junior resources with less experience and capability) are not being charged at and used at a higher grade/rate.	<ul style="list-style-type: none">• Please set out the controls and processes that will be implemented to ensure this is managed and mitigated.• Please state clearly how you will ensure the correct individuals with the right level of expertise (SME) are being deployed at all times.
Provide individual CVs covering:	<ul style="list-style-type: none">• Who they are.• Their specific role and how their previous experience demonstrates they are the right individual to support the delivery of the programme.• How they will individually add value. <p>Note - TfL reserve the right to interview the prospective team at the Interview Stage.</p>

Section B: Delivery Impact and Programme Management

Question	Criteria
<p>Please set out how you will deliver each of the following types of project:</p> <ul style="list-style-type: none"> • Target Operating model design including org design • Process design • People Change • Change management and change adoption <p>for each type measure the impact of your delivery model and the ROI to TfL.</p> <p>Please clearly articulate what you consider to be TfL's key drivers. Please detail what levers your organisation may use to increase the ROI for TfL and successfully deliver the programme.</p>	<ul style="list-style-type: none"> • Proposal clearly sets out how you will deliver the project types, identifying any risks and issues and mitigation plans to ensure delivery is on time and the costs are contained within your tender submission. • Proposals will clearly demonstrate how the bidder will measure theirs and TfL's impact of the delivery model, and the likely expected ROI that can be delivered through applying this approach.
<p>How will you manage the impact of the programme on operational/delivery staff?</p>	<ul style="list-style-type: none"> • Identify potential people impacts of each work-package type. • Set out how you will manage the impacts/challenges and how you will turn these into positive opportunities and successful programme delivery.
<p>Please provide a comparable Programme to TfL's (refer to SoR) that you have delivered clearly describing why this demonstrates that the team you have proposed has the expertise and experience to deliver.</p> <p>Please focus on your organisation's unique selling points and how it has delivered ROI for your client.</p> <p>Please include contact details of a specific senior stakeholder (Senior Responsible Owner) from the client who we can contact as a referee.</p>	<ul style="list-style-type: none"> • Similarities to the TfL requirement must be clearly identified, articulated and lessons learnt provided through programme delivery. • Articulation of the risk profile and how this was managed and mitigated through the life of the programme and how this may relate to TfL requirement. • Identification of challenges faced, how these were managed and turned into positive opportunities for delivery. • Review of the contracted cost and time and evidence of any overruns/increase in costs and reasons. <p>Verbal endorsement from the client setting out scope, deliverables, and assessment of your organisations ability to deliver, deployment of credible resources, leadership, benefits and outcomes. We reserve the right to contact the individual provided as the reference at the Interview Stage.</p>

Section C: Integration

Question	Criteria
<p>Outline how you will help TfL shape its overall programme to meet its strategic needs. Include details how you will help manage the programme within existing TfL processes and in conjunction with TfL teams</p>	<ul style="list-style-type: none"> • The bidder should show how it will help define strategic needs • The bidder should set out what likely governance they would need and how this would link to existing TfL governance (or generic governance that would be expected in an organisation like TfL) • The bidder should show the value this will bring to TfL
<p>How will you innovate and add value through the life of the contract?</p> <p>Please make reference to how you have done this in other similar circumstances</p>	<ul style="list-style-type: none"> • Practical examples of where TfL's approach could be improved should be articulated • Examples of where the bidder has done this before and what the end results were must be provided • The bidder should share an approach to ensuring innovation opportunities are captured

Section D: Engagement

Question	Criteria
<p>How will you ensure positive engagement with relevant TfL stakeholders (inc. the Pan-TfL Change team and other wider TfL business units), and how will you ensure integration?</p>	<ul style="list-style-type: none"> • Provide a plan of action to engage with relevant TfL stakeholders (giving an indication of the internal; and external stakeholders you expect to engage with) and set out how your approach will ensure the programme is a success. • Provide a detailed process/approach on engagement with Pan TfL Change team at all levels. • Your models and responses must be supported by evidence of delivering these in similar Change Programmes.
<p>How will you ensure knowledge transfer to the TfL team in terms of:</p> <ul style="list-style-type: none"> • Specific projects • Change expertise 	<ul style="list-style-type: none"> • Show how you will handover projects as you roll off them • Outline any value add knowledge transfer opportunities and how you would identify and deliver these