



Volume 2 – Invitation to Tender (ITT)

Statement of Requirements (SoR)

for a

TRIAL DEMAND RESPONSIVE BUS SERVICE

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0. DEFINITIONS

1. ORGANISATIONAL OVERVIEW

1.1 Transport for London (TfL)

- 1.1.1 TfL is a functional body of the Greater London Authority. Its primary role is to implement the Mayor of London's Transport Strategy and manage transport services to, from and within London.
- 1.1.2 TfL does not make a profit and reinvests all of its income to run and improve London's transport services.
- 1.1.3 TfL manages London's transport network and is responsible for London Underground, London Buses, Docklands Light Railway, London Overground, TfL Rail, the management of Croydon Tramlink, certain services and piers on the River Thames, London Dial-a-Ride, Victoria Coach Station, Santander Cycle Hire Scheme and the Emirates Air Line. TfL also runs the London Transport Museum.
- 1.1.4 On the roads, TfL regulates taxis and the private hire trade, operates the Congestion Charging scheme, manages the city's 580km red route network, operates all of London's 6,200 traffic signals and works to ensure a safe environment for all road users.
- 1.1.5 TfL are delivering one of the world's largest programmes of transport capital investment, which is building Crossrail, modernising London Underground services and stations, improving the road network and making the roads safer, especially for more vulnerable road users, such as pedestrians and cyclists.

1.2 Business Unit

- 1.2.1 This Demand Responsive Bus Service trial is being managed by a cross cutting steering group at TfL, including London Buses, Transport Innovation, Commercial, Customer Insights and Technology and Data.
- 1.2.2 Bus Operations manage and develop London's contracted bus services, bus and coach stations and some of London's on-demand and assisted transport services, including Dial-a-Ride. The proposed demand responsive bus service trial will be managed as if part of the contracted London Bus network (rather than operating on a London Service Permit) it will be managed by Bus Operations. Bus Operations t/a London Bus Services Limited will be referenced as The Corporation and/or TfL within this Statement of Requirements.

2. INTRODUCTION

2.1 Background

2.1.1 The [Mayor's Transport Strategy \(MTS\)](#) confirms the critical role of the bus network in ensuring that, by 2041, 80 per cent of journeys are made by walking, cycling or on public transport. We want to understand the potential contribution of a demand responsive bus service to achieving this mode shift objective and to enhance Londoners' transport options more generally.

2.1.2 Demand Responsive Transport (DRT) services are a form of on demand passenger transport which operates in a shared-ride mode and follows flexible routing and/or scheduling according to passengers needs. It is typically delivered by either small (passenger vehicles) to medium sized (mini-bus) vehicles. These have existed in various forms for several decades. However, in recent years improvements in technology, and the introduction of vastly improved routing algorithms, have opened up a number of new transit possibilities. As set out in the MTS (proposals 92 and 104) the Mayor, through TfL will explore and trial demand responsive bus services as a possible complement to 'conventional' public transport services in London. In particular the Corporation believes demand responsive bus services may have the potential to contribute to sustainable travel by:

- helping to achieve modal shift to public transport in areas where car dependence is greatest;
- acting as a complement to the existing network and improving affordable access to essential services, employment, education and retail opportunities in areas with lower service coverage; and
- helping to promote a preference for travel by public transport and active modes amongst those moving into new residential areas.

2.1.3 As part of this, the Corporation is looking to work together with an Operator to run a co-funded research and development Demand Responsive Bus Service Trial in outer London. The trial will help TfL to better understand this emerging transport model, and set standards on issues important to the Corporation and the Mayor such as accessibility, driver conditions, air quality, customer service, complementing not competing with the core network and supporting the wider goals of the MTS.

2.1.4 As a research and development trial, TfL is seeking a collaborative partnership with an Operator to optimise the learning opportunities it provides for both parties. In particular, this will mean:

- An Operator who will bring their expertise of delivering demand responsive bus services and will proactively share knowledge with TfL;
- A commitment from TfL to work collaboratively with the Operator, sharing our technical resources, customer insights and operations, marketing and communication expertise to help make the trial a success;
- A flexible approach, which enables us to respond to unforeseen or undesirable outcomes and trial opportunities to influence travel behaviour;
- Openness and honesty from both partners, particularly around the commercial viability of the trial;
- A proactive approach to resolving issues and challenges or growing demand by our Operator partner; and
- Looking at innovative ways to meet the objectives of the trial and improve learning opportunities.

2.2 Objectives

2.2.1 The overarching objective of procuring a Demand Responsive Bus Service Trial is to assist the Corporation in developing its longer term strategic view of the role demand responsive bus services should play in London's transport network.

2.2.2 More specifically the trial objectives include:

Table 2.1: Trial objectives

Item	Trial Objective
1	To understand if a demand responsive bus can deliver a high quality service which is easy to use, safe, clean, reliable and accessible to all Londoners;
2	To understand the impact of a demand responsive bus service on demand for travel by car, walking and cycling, and other forms of public transport;
3	To understand if and where a demand responsive bus service can enhance transport options and suitably complement existing public transport, while still delivering a safe and attractive environment on our streets;
4	To understand the economics of a demand responsive bus service;
5	To understand the maturity of DRT apps to plan and arrange journeys; and
6	To help establish the appropriate demand response bus operating standards for staff and customers.

3. SUMMARY OF REQUIREMENTS

3.1 The Corporation wishes to contract with an Operator who will be responsible for co-funding, operating and delivering a Demand Responsive Bus Service Trial for a 12 month period in accordance with the requirements set out in this document.

3.2 Responsibilities the operator is directly responsible for delivering on this service include providing, operating, monitoring and maintaining the following service aspects in accordance with standards in this document, with sign off from the Corporation:

- The safety of the operation;
- The vehicles;
- The drivers and their training;
- The app (including routing algorithm);
- Any web presence;
- Appropriate licences and policies;
- Booking and payment system on the app;
- Plan for revenue inspection or validation; and
- Customer contact, complaints handling and resolution.

3.3 The operator will work in collaboration with the Corporation on the following service aspects in accordance with standards in this document, signed off by the Corporation:

- Development of the service design, including service area and operational model;
- Approach to marketing, branding and customer communications;
- Research, evaluation and insight program;
- Customer facing terms and conditions for the service;
- Customer contact process for feedback and complaints; and
- Fares Direction.

4. SERVICE DESIGN

4.1 Service area and target market

- 4.1.1 The Services shall be delivered wholly in outer London, where other forms of public transport are less economically viable, public transport accessibility levels are low and car dependency is higher.
- 4.1.2 It must be delivered wholly within one or more of the outer London Boroughs that have self identified themselves as 'in scope' for the trial. Please see Appendix 1 for a list of in scope boroughs, and data to identify car dependency and public transport accessibility levels. To support the MTS mode shift and healthy streets outcomes, car users are the primary target for the service.
- 4.1.3 The Service shall complement (and not compete with) London's existing transport network.
- 4.1.4 The Service may encompass a trial that follows either a set route or operates in a specific area.
- 4.1.5 The Service operating hours should include peak and off peak hours, including evenings. Peak services could include connections to transport hubs. Off peak services could support wider community connections.
- 4.1.6 The route or trial area shall be within the Greater London boundary. The service area will be subject to local consultation undertaken by The Corporation and in partnership with the local London Borough (or London Boroughs).

4.2 Operational Model

- 4.2.1 The operational model will need to evolve over three key stages. These stages and the information requirements of each stage are outlined in Table 4.1.
- 4.2.2 It will be important that the operational model demonstrates how vehicle resources can be mobilised to meet anticipated demand and operating characteristics (including road speeds) in order for the trial to provide meaningful results and meet its stated objectives. It will also be important that the operational model demonstrates financial sustainability and offers resilience.

Table 4.1: Stages and informati on requirem ents	Concept of operations <i>Required at Bid stage</i>	Refined Operational Plan <i>Required by appointed operator for consultation before contract award and will require sign off by the operator, corporation and the local borough(s)</i>	Final Operational Plan <i>Required ahead of launching the service which will require sign off by the operator, the corporation and the local borough(s)</i>
Service area	Map including <ul style="list-style-type: none"> key target area and any potential expansion / alternative areas for testing, along with identified areas or roads that would be excluded key stopping points and criteria for defining stopping points depot address and proposed route to and from the depot 	Concept Plan content refined though discussions with the local borough and the corporation With specific focus on <ul style="list-style-type: none"> Stopping points and criteria used to define them, agreed minimum level of service (in terms of hours of operation and number of vehicles) Bus standing points Routes and from depot or other routes to support the service 	<ul style="list-style-type: none"> Refined plan+ Risk assessments of the service area and stopping points Procedure for how changes to the service will be agreed once trial is in operation
Operation al model	<ul style="list-style-type: none"> Operating hours; Scheduled mileage; Vehicles: number of passenger vehicles, support fleet, peak and off peak vehicle requirements, vehicle size and technical specification, proposed vehicle livery, and vehicle maintenance schedule; and Staff: Number of drivers and driver hours and proposed working practices, number of support staff and staff hours 		<ul style="list-style-type: none"> Plans for driver recruitment and training Vehicle livery and signage plan Health and safety procedures in place for operating the services Outcomes and recommendations from testing phases of the technology, routing and schedule
Fares	<ul style="list-style-type: none"> Proposed fare structure and pricing, including any variance proposed and under what conditions. 		<ul style="list-style-type: none"> Final Fare Direction approved by the Mayor

4.3 Use of TfL Infrastructure

4.3.1 The use of TfL and other local infrastructure, including bus stands, bus stations and bus lanes will be considered on a case by case basis.

5. VEHICLES

5.1 Vehicles used in the provision of the Services

5.1.1 It is anticipated that a vehicle fleet of around 6-10 vehicles is required for provision of the service.

5.1.2 All vehicles used in the provision of the Services are required to:

- have the capacity to carry nine seated passengers or more;
- satisfy the prevailing Exhaust Emissions Standards which may be set from time to time by the prevailing competent authority and shall be a minimum of Euro 6 compliant to ensure compliance with the Ultra-Low Emission Zone standards once launched;
- be in a livery agreed with the corporation including logo positions and any other proposals (see Section 6.2 for more information);
- be fitted with seatbelts; and
- be included in a vehicle maintenance schedule that ensures:
 - all vehicles are clean and free from litter, graffiti and any other form of vandalism; and
 - all vehicles are maintained in a good serviceable condition, in accordance with best engineering standards

5.1.3 The passenger vehicle fleet must include sufficient vehicles fitted with wheelchair accessible ramp or lift to meet accessible trip requirements.

5.1.4 Any vehicle with a capacity exceeding 22 passengers will need to be compliant with the Public Service Vehicle Accessibility Regulations (PSVAR) 2000. If the PSVAR does not apply, consideration will be given to the applicant's proposals for including accessibility features to make the service more accessible.

5.1.5 CCTV would be a desirable option, with suggested on-board cameras covering the entrance door and saloon seating area.

5.1.6 The Operator shall have regard to the guidelines issued by the Corporation from time to time when complying with its obligations in paragraph and sub-paragraphs in 5.1.1 to 5.1.3 inclusive.

5.1.7 The Operator is encouraged to comply with the "Guidelines for the Carriage of Buggies on Buses" (as set out in Appendix 2) when permitting passengers accompanied by children in pushchairs and wheelchair users to travel.

5.2 **Support fleet vehicles**

5.2.1 All support fleet vehicles (pool cars, ferry vehicles, engineering support etc.) utilised under the agreement must be selected on the basis of the least environmental impact with regards to carbon dioxide, local air pollutant emissions and noise. The Corporation's objective is to ensure that all Operators vehicles achieve a consistent environmental standard. Operators should work towards the following standards:

- Euro Standards: All vehicles to achieve a minimum of Euro 6. This will ensure that Operators fleets are fully compliant with the ULEZ standards once the Ultra-Low Emission Zone is launched on 7 September 2020.
- Carbon Dioxide Limits: Minibuses category M2/M3: Fleet average CO₂ emissions for Minibuses should not exceed 200g/km CO₂.
- In line with Mayoral environmental strategies and TfL commitments to reduce carbon dioxide emissions, Operators are also encouraged to include zero or ultra-low carbon vehicles in their support fleet such as electric, plug-in hybrid or hydrogen fuel cell vehicles.

6. MARKETING, BRANDING AND ADVERTISING

6.1 Marketing communications

- 6.1.1 An approach to integrated marketing communications will be developed through collaboration between the Corporation and the Operator. Any campaign will be developed using TfL-rostered creative and media communication agencies. Both the Corporation and the Operator will contribute funds towards any marketing communication activity. The Corporation retains approval and sign-off rights.
- 6.1.2 Integrated communications support will take place prior and during the trial period.
- 6.1.3 The Corporation's contribution to the integrated marketing communications campaign may extend to:
- customer information;
 - paid-for media channels including advertising (local press, digital and posters);
 - face-to-face activity; and
 - use of Corporation-owned channels, such as the Corporation's database to email customers within the trial location, the Corporation's website, stakeholder engagement contacts and press office.
- 6.1.4 Should the Operator have access to free or owned media channels or a customer database it will be expected to use this too, subject to any data protection rules.
- 6.1.5 Communications will need to adhere to TfL's design standards and the bespoke brand guidelines which will be developed for this trial as well equality and inclusion guidelines (available at <https://tfl.gov.uk/info-for/suppliers-and-contractors/design-standards?intcmp=5837>)
- 6.1.6 The Corporation will lead on any stakeholder engagement with third parties regarding the trial and will also lead on PR activity, including answering any media queries, working collaboratively with the Operator. The Corporation will ensure the Operator is aware of the stakeholder and PR engagement strategy and where appropriate any joint engagement requirements.
- 6.1.7 The Operator shall feed back on customer issues that the integrated marketing team may need to know and address (e.g. operational load, customer queries, customer myth busting).

6.2 **Branding**

- 6.2.1 The branding of the Service – as applied to all applicable assets – will need to adhere to TfL's design standards, with particular reference to the use of logos, typefaces, colours, legibility and other elements that are required, and the bespoke brand guidelines which will developed for this trial.
- 6.2.2 The Roundel (TfL's core blue logo) and Johnston100 typeface would be the core assets used for this project – and other elements, such as cartographic and other customer information elements, would follow established TfL strategies and methodologies to ensure a baselined customer experience.
- 6.2.3 No wording will be allowed through the roundel. A third-party logo can be locked up with supporting contextual text as required by TfL.
- 6.2.4 TfL and the Operator will work together to develop and approve an approach to co-branding, including the details of any design solutions across all customer touchpoints, including vehicles, app and web presence.
- 6.2.5 The livery for the vehicles must be co-branded with TfL and the Operator, and can contain reference to customer benefits and a call to action.
- 6.2.6 The livery, app and any web presence must contain explicit reference to this being a trial service.
- 6.2.7 TfL will retain approval rights over any use of its IPR, with joint approval on items containing both parties' logos / IPR.

6.3 **Advertising**

- 6.3.1 It is not expected that there will be any commercial advertising on the vehicles or the app.

7. FARES INFORMATION

- 7.1 It is expected that the cost of the fare would be more than a standard London bus, in recognition of the enhanced level of service.
- 7.2 An approach to the fare levels and structure will be discussed and developed between TfL and the Operator. Final fare levels will be subject to the consideration and approval of the Mayor and a Fares Direction will be issued with which TfL and the Operator must comply with. The operator will work with TfL to develop this Fares Direction. Timing of the Direction will be critical to ensure sufficient time for the approval process ahead of service launch.
- 7.3 Within the parameters of a Fares Direction we anticipate that the average fare would be in the region of [REDACTED]
[REDACTED]
- 7.4 It is anticipated the Fares Direction will need to include:
- any proposed variance in fares (within the fare prices identified above) and the detail of under what conditions they would vary; and
 - any different fare structures the operator might expect to test throughout the 12 month trial period, along with clear grounds on when the fare structure would be adjusted.
- 7.5 Any special fare arrangements, including discount plans would also need to be agreed by TfL and may need to be included in the Fares Direction.
- 7.6 The fares must be transparent to the customer and will need to be included in a customer facing 'terms and conditions' for the service. Customers must be able to view and accept or reject their fare before confirming their booking.
- 7.7 The Freedom Pass concession must be accepted.
- 7.8 A plan for revenue inspection or validation should be considered by the Operator and agreed by the Corporation.
- 7.9 The available budget and timescales for the Service make it prohibitive to integrate any trial service with the TfL Oyster card payment system. Options for some level of integration with London buses may be considered by the Corporation and the Operator.

8. CUSTOMER EXPERIENCE

8.1 The Operator will be expected to deliver a high-quality customer proposition and experience in line with TfL's customer promise that Every Journey Matters.

8.2 The customer proposition (as set out in the 'Customer Journey' in Appendix 3) details how we want customers to experience this service. The following qualities must be demonstrated at each stage of the customer journey identified in Appendix 3:

- On demand – book a journey in real time, when and where required;
- Easy and convenient – search, book, pay and feedback via one integrated platform;
- Quality – safe and secure, comfortable, reliable, consistent;
- Accessible – easy to use whatever your needs, affordable;
- Supported – feels 'human' / 'in touch' (delivered through digital), help available when needed; and
- Customer service excellence – issues resolved efficiently, consistent interaction across touchpoints.

8.3 Customer information

8.3.1 High-quality information provision is a key driver of customer experience at all touch points of the customer journey (Appendix 3). Key customer-facing information about the fares, service area, operating hours and access and drop-off points as well as how to book and pay for journey must be transparent to anyone interested in using the service.

8.3.2 Customers must be able to track their journeys in real time via an app. It is expected that the technology will be able to push notifications to customers about their journeys (e.g. vehicle ETA, delays on route). Should any alternative (no-app) booking methods be available consideration should also be given to providing information related to these booked journeys.

8.3.3 It is expected that the Operator will give consideration to other information channels, including, but not limited to, signage (both on board and on the vehicle exterior), digital/audiovisual information on board vehicles, driver communications (both between the driver and Operator and to customers informing them of issues, disruptions and delays regarding their journey).

8.3.4 The Operator must comply with legal and TfL requirements for mandatory signage for vehicle interior and exterior signage, vinyl notices and decals.

8.3.5 It is expected that both the Corporation and the Operator will contribute funds towards the production and installation of any signage. The Corporation retains approval and sign-off rights for all collateral.

8.4 **Customer service standards and customer contact handling**

8.4.1 The Corporation and the Operator will work together on developing a procedure for handling and coordinating customer contacts. This will cover roles and responsibilities, reporting and processes (as set out in Appendix 4), including but not limited to:

- Complaints handling and resolution including alternative dispute resolution process – escalating issues to TfL;
- Commendations;
- Feedback and comments;
- Dealing with refunds and fare disputes;
- Policy and procedure for dealing with no shows / repeat no shows, including Freedom Pass bookings;
- Provision of general service information;
- Addressing queries related to individual journeys; and
- Alternative booking methods (e.g. telephone bookings) and alternative journey-related information provision for non-app bookings

8.4.2 The Operator will comply with TfL's customer service standards and service-level agreements, as set out in *"Dealing with Customer Contacts: Standards and Monitoring"* (as set out in Appendix 4) and *"TfL Complaints Handling Procedure"* (as set out in Appendix 5). This includes GDPR compliance.

8.4.3 The Operator is required to have a point of contact available for direct customer contact and liaison with the Corporation.

8.4.4 The Operator must have in place a regular reporting process to update the Corporation on key issues arising from customer contacts, including but not limited to: the number and types of complaints and queries, emerging themes and how the Operator intends to learn from customer feedback, act on issues and adapt to any themes as necessary.

8.4.5 The Operator will be required to participate in engagement with the Corporation to ensure the coordination of customer handling, including providing information for staff briefings.

8.5 **Diversity and inclusion**

- 8.5.1 The Mayor of London and TfL believe that improving the accessibility of the public transport system is critical to delivering a better whole journey experience for all Londoners.
- 8.5.2 The Operator must demonstrate that consideration has been given to customers' diverse needs and to optimising accessibility and inclusion throughout the end-to-end user experience across all touchpoints.
- 8.5.3 This includes, but is not limited to:
- The mobile app and web presence (e.g. screen reader compatibility, magnification software, audio-visual cues, accessible font size, colouring contrast and easy access to phone number);
 - Solutions to minimise the potential digital divide, including alternative booking option(s) for people who do not have access to smart phones/the internet);
 - Vehicles (e.g. wheelchair/buggy space, boarding mechanism, audiovisual customer information, see Section 5 for vehicle specification);
 - Staff (e.g. disability equality training; diversity and inclusion awareness training); and
 - On-street environment (e.g. accessibility and safety of stopping points).
- 8.5.4 The Operator must cover common accessibility and inclusion issues (e.g. the carriage of wheelchairs, buggies, service and non-service animals, luggage) within formal policies, which must be in line with Sections 5 and 10 of this Statement of Requirements.
- 8.5.5 The Operator must have in place an equality and inclusion policy which is in line with TfL's Equality & Inclusion Vision. <https://tfl.gov.uk/corporate/about-tfl/corporate-and-social-responsibility/equality-and-inclusion>.

9. OPERATOR OBLIGATIONS

9.1 Licenses and policies

9.1.1 Notwithstanding any of its other obligations under the Agreement the Operator is required to have the following:

- Including but not Limited to National Standard Operating Licence (with sufficient vehicle discs to cover the comprehensive implementation of a trial of 12 months);
- Transport Manager Certificate of Professional Competence;
- Or otherwise at law, policies including but not limited to General Employment Law Policies, Health & Safety Policy, Equal Opportunities Policy, Environmental Policy, Data Protection Policy, Public Liability Insurance, Employers Liability Insurance, Motor Vehicle Insurance, Medical Standards Policy including Drugs & Alcohol.

9.2 Driver pay training and working practices

9.2.1 The Operator must ensure that:

- Driver pay meets the London Bus Driver Professional Wage of £23,000 per annum (or pro-rata) indexed annually by RPI (rate as of October 2017 was £23,912);
- Operators are encouraged to adopt modern working practices, including a pay scale that recognises seniority, such as 'Licence for London' (see Appendix 6), avoiding short term work arrangements, providing staff professional development opportunities, sick pay and flexible working options and having HR policies to support inclusion and diversity;
- All its staff are suitably qualified and trained (including but not limited to D or D1 Driving Licence with no more than 3 penalty points and no convictions for driving under the influence of drink or drugs in the last ten years, Drivers Certificate of Professional Competence (CPC), Disclosure & Barring Service Certificate (DBS) less than 3 years old and renewed every 3 years, Customer Service and Disability Awareness Training, training in use of wheelchair ramp/lift and that its drivers maintain an acceptable level of driving standards at all times;
- All its staff are polite and helpful to passengers; and
- When stopping at pick up / drop off points drivers position all vehicles are positioned as near to the kerb as possible.

9.3 Delivery of reliable, safe and environmentally acceptable services

9.3.1 The Operator must ensure that:

- All booked journeys are operated;
- The reliability of the Service is maximised; and
- It provides safe and environmentally acceptable Service at all times and that it shall take any appropriate action to:
 - minimise the frequency and severity of accidents;
 - comply with any relevant health and safety legislation, environmental legislation or any other regulation; and
 - minimise the negative environmental impact of the Service.

10. MONITORING OF THE SERVICES BY THE CORPORATION

10.1 In order to assess the Operator's performance of its obligations in this Statement of Requirements, the Corporation (or its agents or contractors) shall monitor the Service as it considers appropriate from time to time, having regard to information from all sources including data available from observations, checks and audits of the Operator. In addition, the Operator shall provide the Corporation with such information as it requires from time to time supporting such monitoring.

10.2 As at the date of the Agreement, the Service shall be monitored as detailed below provided that the Corporation reserves the right to vary the means of monitoring or to carry out any additional monitoring as it considers appropriate and such changes shall be notified to the Operator.

10.3 Monitoring of the Service will include:

- Core evaluation and insight data as set out in Section 18 of this statements of requirements;
- Driving standards – Driver Quality Monitoring (DQM);
- Drivers' Hours and Working Time Directive;
- Incidents
 - The Operator shall supply to the Corporation information concerning all incidents.

- In addition, the Operator shall inform the Corporation of any serious incident immediately after the event. (Appendix 7 and Appendix 8);
 - The Operator must have appropriate systems for confidential incident reporting.
- Government vehicle inspections
 - The Vehicle Inspection and Monitoring System (VIMS) is part of the mechanism by which the Corporation monitors the safety of operation of the Services. The Operator shall supply to the Corporation information in respect of all annual tests and vehicle spot checks.
 - In addition, the Operator shall notify the Corporation within twenty-four hours of the issue of a PG9 notice (immediate or delayed) marked as indicating neglect or serious failure of the Operator's maintenance regime for any vehicle used in the operation of the Services;
- Management of health and safety performance
 - The Corporation monitors all safety-related aspects of the operation of the Services with a view to discharging its statutory functions in relation to the provision of bus services (including inter alia its duty to provide safe services to, from and within Greater London). Such monitoring is supported by detailed investigation of reported incidents and by consideration of any trends identified. The Operator shall co-operate with the Corporation in carrying out such investigations.
 - Any information supplied by the Operator in accordance with the above paragraphs may be analysed by the Corporation and used to compile statistics comparing the relative safety performance of the Services and Operator with other operators providing services to the Corporation, or against other safety criteria.
 - Without prejudice to the Agreement, the Operator shall inform the Corporation of any formal inquiry, hearing or disciplinary or enforcement action by the Traffic Commissioner or any other enforcement agency so far as it relates to the provision of the Services by the Operator. Such notice shall be provided to the Corporation by no later than 1 (one) week of a date being agreed or set for a meeting with the Traffic Commissioner or any other enforcement agency and immediately in the case of disciplinary or enforcement action.
- Driver medical standards
 - The medical fitness of drivers is essential to ensuring, maintaining and improving the quality and safety of the Services provided by the Operator. Without prejudice to any other obligations under the

Agreement, the Operator shall take all reasonable steps to ensure the medical fitness of its drivers. To this end, the Operator shall develop, maintain and implement a policy and associated procedures in relation to driver medical standards (“the driver medical standards policy”).

- The driver medical standards policy shall detail the Operator’s arrangements for achieving compliance with DVLA standards for driver medical fitness and address alcohol and drug use and dependency and shall detail the steps that the Operator is taking to comply with the following obligations:
 - Confirm through the request for references that the previous employer is not aware of any medical condition that would prevent the applicant from holding a Public Carriage Vehicle (PCV) licence.
 - Ensure all applicants are medically screened at the pre-employment stage. This shall include a medical review, (addressing medical, drug and alcohol requirements set by the DVLA) by a qualified medical practitioner who is familiar with DVLA requirements.
 - Screen all applicants for intoxicants prior to employment. For cause testing should take place following any incident where the involvement of drugs or alcohol is suspected.
 - The Operator shall ensure that the medical competence of drivers is monitored and maintained through:
 - requiring all drivers to inform their manager if they are unable to drive or hold a PCV licence due to medical reasons;
 - conducting employee interviews following sickness absence; and
 - conducting drug and alcohol testing at a level that satisfies the Operator that DVLA standards are being maintained with no less than 10 per cent of drivers randomly tested for drugs and alcohol annually.
 - Developing and maintaining a procedure for notifying the medical adviser at the DVLA, in writing, if a driver is unable to hold a PCV licence for medical or drug and alcohol reasons.
 - The Operator shall provide the Corporation with a copy of its driver medical standards policy on request.

10.4 **Monitoring may also extend to:**

- Customer Satisfaction Survey;
- Reliability of the Services;
- The Bus Mystery Travel Survey;
- Public communications;
- The quality of the Operator's customer service through mechanisms such as mystery shopping, quality audits and reviewing responses to customer complaints and queries;
- Engineering standards – Engineering Quality Monitoring; and
- Environmental performance
 - The Operator shall supply the Corporation with information and data relating to the Operator's environmental performance, including environmental projects and initiatives, upon request.
 - Without prejudice to the Agreement, the Operator shall supply the Corporation with data pertaining to all tests or assessments relating to the environmental performance of the Operator's vehicles used in the provision of the Services. Reports shall be submitted in the form specified by the Corporation from time to time using a method of transmission that is acceptable to the Corporation acting reasonably.
 - The Operator shall co-operate when required with the Corporation in developing and / or implementing any initiatives intended to improve environmental performance. In the event that the Corporation is requested to respond at a network level to requests for information from the Greater London Authority, Central or Local Government or any other legitimate body then the Operator shall supply such information as is reasonably necessary for the Corporation to be able to give a full response.
 - The Operator shall, as necessary, provide environmental performance data covering all aspects of the operation of service including vehicles, associated buildings and infrastructure. Data requirements could include energy and fuel use, waste and recycling rates. Data shall be submitted on a template to be issued by the Corporation.

11. SUSPICIOUS PACKAGES, CARRIAGE OF ANIMALS AND OTHER MATTERS

11.1 Action to be taken when suspicious packages are found on buses

11.1.1 A driver and where appropriate other staff who are made aware of, or who find a suspicious package, object, or the like, on their bus must comply with the following:

- Do not ignore it;
- Do not move, touch or tamper with it; and
- Attempt to establish ownership, if this is unsuccessful then: -
 - Do not transmit or permit any person to transmit from any radio or mobile phone within 25 metres of it;
 - Protect all passengers/staff, by evacuating them safely and quickly;
 - Move away all passengers, pedestrians and keep all road users at least 150 metres from the bus;
 - Switch off engine, isolate electrics and leave bus doors open;
 - Inform the police via the most appropriate means at a safe distance (50 metres) or by dialing 999 from a landline. They shall be responsible for calling other emergency services if necessary;
 - Stand- by at the scene to identify themselves to the first police officer who arrives, comply with his/her directions and remain there until released by the police officer; and
 - Do not drive into a bus station

11.2 Action to be taken when suspicious people are found on buses

11.2.1 A driver and where appropriate other staff who see a passenger acting suspiciously or are made aware of a passenger acting suspiciously on their bus by another passenger or a third party must comply with the following:

- Pull over safely (not at a bus stop);
- Evacuate the passengers by telling them the bus has a problem;
- Switch off the engine;
- Call the police;
- Stay at the scene and be identified when police arrive;

- Be prepared to give a description of the suspicious person when you have been cleared by the police; and
- Do not use a mobile phone within 50 metres.

11.3 Carriage of animals

- 11.3.1 Drivers are legally obliged to allow any assistance dog on board such as guide dogs or hearing dogs accompanying disabled persons.
- 11.3.2 Drivers must permit dogs or other inoffensive animals to be carried by passengers. Such animals should be under control and on a lead and shall be carried at the owner's risk and must not be allowed on seats.

11.4 Carriage of luggage

- 11.4.1 Passengers must be permitted to carry, free of charge, all reasonable items of luggage, provided such luggage does not obstruct the gangway or occupy seats and is not likely to be a danger or inconvenience to other passengers. Hazardous and/or inflammable substances (excluding medical equipment) cannot be carried on buses for safety reasons. Passengers are not permitted to carry open bottles or cans of alcohol on buses and drivers are required to ensure that this is adhered to, without putting themselves in danger. A plan for managing pushchairs and buggies will need to be confirmed by the Operator to ensure this information is collected from the customer at the point of booking. Further information is provided in the "Guidelines for the Carriage of Buggies on Buses" (as set out in Appendix 2).

NOTE: The condition under which items of luggage are carried may be varied by the Corporation from time to time, e.g. when there is a high level of security alert.

11.5 Traffic Management Orders

- 11.6 The Operator shall comply with the terms and conditions of relevant Transport for London and London Borough Traffic Management Orders that are currently in force or become available during the duration of the trial in relation to the routing, stopping and standing arrangement of the service.

11.7 Dealing with Lost Property

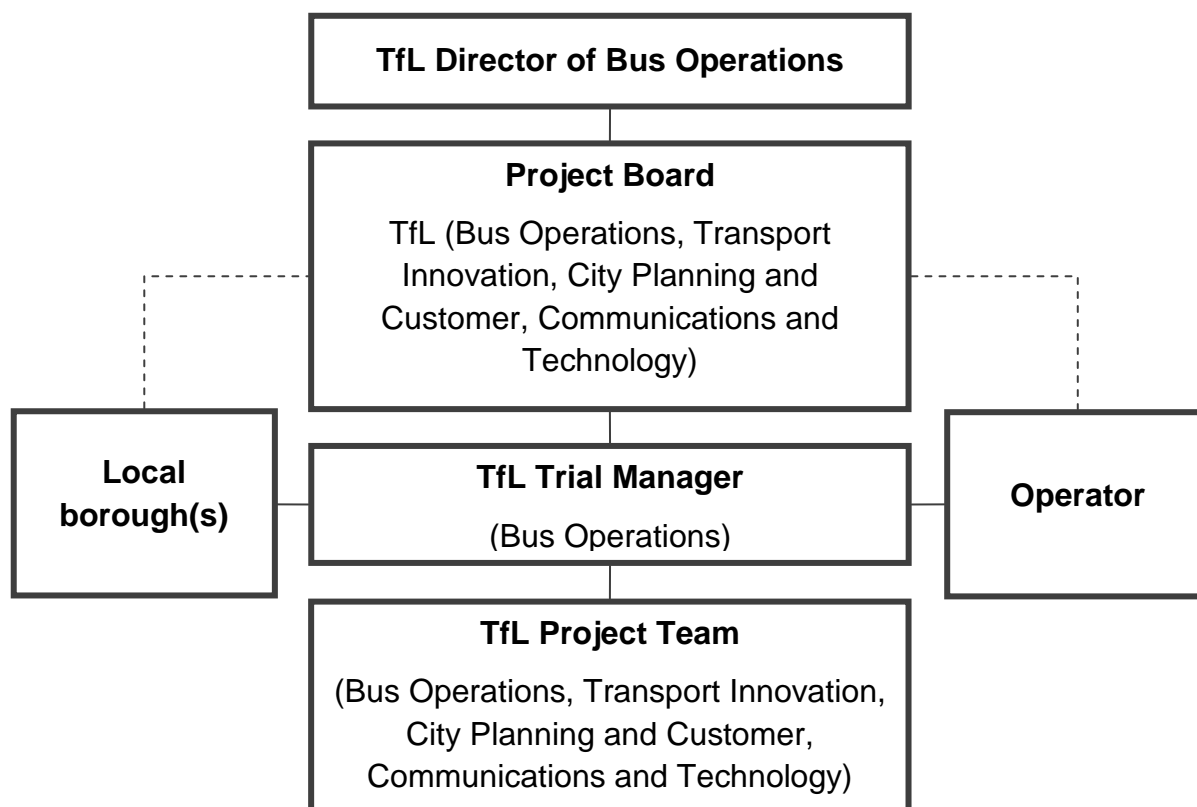
- 11.7.1 Operator must handle lost property in line with the Corporations requirements as outlined in Appendix 9.

12. GOVERNANCE AND REVIEW MEETINGS

12.1 The Corporation will work with the Operator on a schedule of project meetings to monitor and discuss performance of the Services and any related matters and report on research, insight and evaluation data in line with Section 18 of this document.

12.2 TfL's approach to governance of this trial is outlined in Diagram 12.1.

Diagram 12.1: TfL approach to governance for the trial



12.3 The TfL Trial Manager will be responsible for the day-to-day management of the trial service and will be the key point of contact for the operator, following Contract Award.

12.4 The Manager will report to a Project Board which will include representation from the key project stakeholders within TfL, along with officer representation from the London Borough (or boroughs) where the trial is undertaken.

12.5 The Project Board will be responsible for overseeing the delivery of the trial and agreeing any changes to the service to strengthen learning. The Board will meet periodically, as directed by trial performance, or as requested by either party.

12.6 Accountability for the trial will ultimately rest with the TfL Director of Bus Operations.

- 12.7 Project Board meetings are anticipated to be at least 4 weekly during the operational period of the Services, and more frequent while in the planning phases of the trial. These Project Board meetings may involve the Managing Director and senior personnel of the Operator. Operator representatives at this meeting will include senior staff from Buses, Innovation and Customer Care and Technology. It is also anticipated that the local London Borough(s) would be in attendance at these meetings.
- 12.8 The Operator shall (at its own expense) use all reasonable endeavours to enable such meetings to be attended by appropriate personnel and held at a suitable time and venue.

13. AUDITS AND RIGHTS OF ACCESS

- 13.1 The Corporation its employees agents and contractors shall have a right of access at reasonable times and upon reasonable notice to the Operator's premises, documentation and vehicles for the purpose of auditing contract compliance by the Operator, including but not limited to:

- All records and information;
- Responses to public communications;
- Health and safety inspections of vehicles, premises and systems;
- Assessing the engineering capability of the Operator;
- Investigating and establishing the validity of any public complaint;
- Compliance with relevant health and safety requirements; and
- Any other matter in relation to the provision of Services.

14. REQUIRED ACTION IN RESPECT OF ANY UNSAFE PRACTICES

- 14.1 Without prejudice to the Agreement, if the information produced in accordance with the Operator's Obligations (Section 9) within this Statement of Requirements or any other information which comes to the Corporation's attention from time to time indicates that there may be an unsafe practice being undertaken by the Operator the Corporation shall have a right of *immediate* access to the Operator's premises and vehicles to investigate the same. The Operator shall co-operate fully with the Corporation in carrying out such investigations and the Operator shall immediately and at its own expense remedy any unsafe practice found. The Operator shall on request supply the Corporation with details of any

internal investigation carried out or commissioned by the Operator and any actions taken by the Operator following any investigation into any unsafe practice.

- 14.2 Where poor safety and environmental performance by the Operator is identified by the Corporation:
- It shall be reported to the Operator who may make representations to the Corporation regarding the causes of the poor performance; and
 - The Corporation may at its discretion request the Operator to develop an action plan to improve safety and/or environmental performance and the Operator shall use its best endeavours to produce, implement and comply with such action plan.
- 14.3 Where analysis enables the Corporation to identify locations, vehicles, or other common features which contribute to a high accident rate the Operator shall so far as reasonably practicable co-operate in the development and implementation of improvement plans.

15. TECHNOLOGY, BOOKING AND PAYMENTS

- 15.1 The Operator must provide a fully integrated, seamless digital experience, which may include digital signage in vehicle, as well as a mobile app and web presence. It is assumed the mobile app will be compatible with Android and IOS. In addition any website will be compatible with our principle of allowing as many users as possible, regardless of browser or device, to consume as much visual and interactive richness as their environment can support. Further detail is included in Appendix 10.
- 15.2 The Operator must operate the Service using a proven algorithm-driven software platform, which supports dynamic routing and the efficient pooling of customer trips. Booking for the service must be available via a mobile app. This needs to offer functionality for payments and refunds. It also needs to be able to accept, track and distinguish Freedom Pass concessions as well as accessible trip requests, and track trips made by these users.

- 15.3 The operator must provide a technical environment that will support [98%] operational availability of any physical devices used by drivers and real-time availability of the data required to support the operation.
- 15.4 Understanding how the digital experience impacts the overall perception and use of the service must be explored as part of the trial. To do this effectively, the Operator must work closely with TfL Digital and other stakeholders prior, during and after the trial, in order to shape customer research and analyse data and research findings. It would be beneficial if the Operator could provide a test and learn environment throughout the trial period, allowing the Corporation to explore and participate in the testing of beta features and content in app, on website and across any other digital channels.
- 15.5 The operator is expected to use best in practice booking, payment and refund mechanisms across mobile app and web platforms. The payment solution must be compliant with latest PA-DSS and PCI-DSS standards. It would be preferable if the current payment schemes already accepted by the Corporation on its ticketing network, including VISA, MasterCard and AMEX are available to users of this trial service.
- 15.6 It is assumed that the app delivered as part of this trial will provide:
- Digital accessibility including screen reader compatibility that complies with the accessibility regulations for public sectors websites and apps: <https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps> (e.g. Apple Voice Over, Android TalkBack); high contrast; magnification software; audio-visual notifications (e.g. on route notifications of journey progress, ETA to stopping point, etc.);
 - In-app feedback/contact functionality; and
 - Analytics, including in-app analytics and tracking of app downloads.
- 15.7 Consideration should also be given to the app with regards to:
- An account experience, including notifications, preferences and personalised features, taking latest GDPR requirements into account (from customer experience and opt-in to the secure handling, storing and deletion of customer data); and
 - Pre-journey and on route real-time information.

16. INTELLECTUAL PROPERTY RIGHTS (IPR) AND DATA

- 16.1 The Operator will provide the app technology and back-end system for routing the vehicles in response to demand. This will be licenced to TfL for the duration of the trial, but the background IPR will remain the property of the operator.
- 16.2 TfL will own the foreground IPR generated through the Service and any data generated by the trial.
- 16.3 The use of any of TfL's logos, trademarks and other IPR will restricted to those used mentioned in the agreement and would need prior written consent.
- 16.4 The Operator will need to have in place, and agreed with the Corporation, the following policies/agreements in order to run the Service:
- Data sharing policy;
 - User agreement;
 - Privacy policy; and
 - Data collection, handling and storage policy.
- 16.5 The Corporation and Operator will work together to agree the most appropriate, secure mechanism to collate and transfer the data required and frequency of sharing it. It is expected data would be collected from the app, website, management information system, GPS/telematics, incident/safety and customer survey data. Adherence to TfL's Cyber Security [Standards](#) and [Policies](#) will be required.
- 16.6 The data protection regulations are set out in the agreement and detail the Operators obligation to comply with Data Protection Legislation.
- 16.7 TfL is subject to FOI Legislation and the Operator will need to assist and cooperate with TfL to support TfL in complying with its obligations.

17. DELIVERABLES / MILESTONES

- 17.1 The Operator shall mobilise and commence delivery of the Service, in no more than six months of Contract award and is encouraged to mobilise and commence service more expediently.

- 17.2 The entire Service shall be delivered within twelve (12) months from the date of first day of operation of a publicly available service.
- 17.3 The Operator will be required to submit detailed proposals and plans to be agreed with the Corporation, including the following. We welcome your comments on this outline and schedule:

Table 17.1: Outline and schedule

Deliverable	Version	Date
Service specification	Refined operational plan for consultation	Nov 2018
	Final operational plan ahead of launch including	Feb 2019
	Fares Direction	Jan 2019
	Customer terms and conditions of the service plan (including registration, booking, fares, concessions, payment)	Mar 2019
Mobilisation plan to cover 4-6 month period	Draft	Nov 2018
	Final	Dec 2018
Contract Award		Jan 2019
Implementation plan to cover 12 month period	Draft	Jan 2019
	Final	Feb 2019
Monitoring and evaluation plan	Draft	Feb 2019
	Final	Mar 2019
Marketing, branding and communications strategy	Draft	Feb 2019
	Final	Mar 2019
Exit plan to be agreed between the Operator and the Corporation during mobilisation before the commencement of the Service	Final	Apr 2019
Interim report	Final	Nov 2019
Final report (not more than 4 weeks after trial finished)	Final	Apr 2020

18. RESEARCH, INSIGHT AND EVALUATION

- 18.1 The Corporation's research, insight and evaluation interests for this research and development trial are in line with six key objectives. Table 18.1 sets out these interests and the trial objectives.
- 18.2 The next sections set our requirements and aspirations for regular data reporting, customer insight and wider knowledge sharing of insight into the operations, technology and finances of the service.
- 18.3 The Corporation will regularly review the overall process of data reporting, insight gathering and knowledge sharing to ensure the operator is meeting the Corporation's requirements for this research and development trial.

Table 18.1 – Research, insight and evaluation interests

Item	Trial Objective	Quantitative and qualitative research interests
1	To understand if a demand responsive bus can deliver a high quality service which is easy to use, safe, clean, reliable and accessible to all Londoners.	<ul style="list-style-type: none"> Customer perceptions on all aspects: <ul style="list-style-type: none"> Are journeys safe and secure? Are journeys fast and reliable? Are journeys pleasant? Is the service accessible to all?
2	To understand the impact of a demand responsive bus service on demand for travel by car, walking and cycling, and other forms of public transport	<ul style="list-style-type: none"> Does the service support mode shift away from car travel?
3	To understand if and where a demand responsive bus service can enhance transport options and suitably complement existing public transport, while still delivering a safe and attractive environment on our streets.	<ul style="list-style-type: none"> How does the service complement the public transport system? Does the service help to create a safe attractive environment on our streets? Does the service help cleaning London's air? Does the service help use space efficiently?
4	To understand the economics of a demand responsive bus service.	<ul style="list-style-type: none"> Total costs and revenues Cost per passenger carried True costs of operating the service*
5	To understand the maturity of DRT apps to plan and arrange journeys.	<ul style="list-style-type: none"> Insight into the technology to route journeys and effectiveness of payment systems Understand the performance of the technology
6	To help establish the appropriate demand response bus operating standards for staff and customers.	<ul style="list-style-type: none"> Understanding driver pay and working practices Understanding costs and benefits of vehicle and service specifications

* Requirement for open book accounting

18.4 Regular reporting of core metrics

- 18.4.1 Table 18.2 identifies the core metrics proposed by TfL. Proposed key performance indicators (KPIs) for the trial are shown in bold.
- 18.4.2 TfL will agree the final list of core metrics required in consultation with the Operator as part of the wider research programme.
- 18.4.3 It is anticipated that the Operator would provide these core metrics as a summary or dashboard in line with regularity indicated. The exact format and structure of the metrics and their presentation is to be agreed with the Operator within the first two months of the project.

Table 18.2: Regular reporting of core metrics

Journey stage	Metric	Reporting Frequency
Before	<ul style="list-style-type: none"> • Webpage hits (if possible with a breakdown of tracking link to understand where customers are linking from) • App downloads^{1,2} • Registrations (with a breakout of those registered but not used the service)^{1,2} • Av. time between app download and first use^{1,2} • Av. time between booking and trip^{1,2} • No. of registered customers (cumulative)^{1,2} • No. of journey requests: <ul style="list-style-type: none"> • No of customer requests on app^{1,2} • No. of journey offers^{1,2} • No. of journey acceptances (successfully booked)^{1,2} • No. of journey requests not booked (rejected by customer)^{1,2} • No. of journey requests not booked (rejected by operator)^{1,2} • No. of newly registered customers making first booking • No of bookings per registered customer (average or absolute)^{1,2} • No of payments declined 	Period
During	<ul style="list-style-type: none"> • No of passengers carried^{1,2} • Revenue generated (by fare option used) 	Weekly
	<ul style="list-style-type: none"> • Av. length (KMs and time) of customer journey^{1,2} • KMs operated and KMs accrued while not operating (dead mileage) • Predicted and actual arrival time at origin stop for each journey (av.) • Predicted and actual arrival time at destination for each journey (av.) • No. of no shows by customer^{1,2} • No. of no shows / cancellations by operator^{1,2} • Cost per passenger carried² • Regularity of trip per passenger/<i>av. number of bookings per customer</i> • No. of trips per driver hour (or equivalent occupancy measure) 	Period

Journey stage	Metric	Reporting Frequency
	<ul style="list-style-type: none"> • No. of injuries (customer/ workforce) • No. of on board incidents 	
After	<ul style="list-style-type: none"> • No. of complaints / commendations^{1,2} • Matrix of customer trips by origin and destination^{1,2} • Perception measures (from any surveys done that period)^{1,2} <ul style="list-style-type: none"> ○ Including general satisfaction levels of service and app 	Period
Other	<ul style="list-style-type: none"> • No. of call centre contacts³ (email and phone) • Service availability (%) (website, app, payment system) 	Period

¹Data should be divisible by key customer characteristics - including age, gender, disability (wheelchair user) – and by time of day.

²Needs to distinguish between paid for and Freedom Pass journeys

³This will not be required from the operator if they are not providing the contact centre support.

18.5 Access to additional data

18.5.1 TfL encourages the Operator to work with us on additional data requests as required on an ad hoc basis to maximise the learning opportunities from this trial. For instance this could include GPS, telematics data and detailed (time and date stamped) data on the core metrics.

18.5.2 TfL would be interested to know whether access to the Operator's software platform could be granted in order for TfL to run specific queries.

18.6 Customer insight and survey data requirements

18.6.1 A customer insight research programme to collect customer insight to inform the six objectives of the trial will be determined by the Corporation in collaboration with the Operator, including but not limited to research topics, type of research, timings and outputs. It is expected that both the Corporation and the Operator will contribute funds towards any research activity.

18.6.2 It will be important to the Corporation that the Operator works closely with the TfL Insight team in a flexible manner prior, during and after the trial, to shape the agreed research programme and analyse research findings. It is expected that the Operator will work collaboratively with the Corporation's third-party associates (under a non-disclosure agreement), such as research agencies and academic institutions which might require access to data for research or analytical purposes.

18.6.3 It will be critical that the Operator must have provisions and user agreements in place for gathering, analysing and sharing customer and staff feedback and insight throughout the duration of the trial. This shall facilitate gathering customer feedback through surveys on individual journeys as well as more general attitudes towards demand responsive bus services.

- 18.6.4 Surveys will be developed in partnership with the Operator and may include elements of instant feedback (e.g. rate your journey out of five stars and optional comment box sent to a random sample of users immediately after their trip) combined with regular surveys to existing customers, those who registered but did not use the service and customers who have stopped using the service.
- 18.6.5 Survey data collected would include, but is not limited to:
- Customer perceptions;
 - Customer travel habits and patterns (previous mode used, alternative trip options, impact on travel choices);
 - Reasons for use, attrition as well as deterrents to use; and
 - User demographics
- 18.6.6 TfL will also be looking to gather feedback from non-users and would be interested in any ideas or channels of communication the operator has to support this.
- 18.7 **Knowledge sharing approach for objectives four to six**
- 18.7.1 A collaborative, transparent approach to knowledge sharing between the Operator and the Corporation will be important in order to maximise the learning opportunities of the trial for both parties.
- 18.7.2 Open book accounting is required for the Corporation to understand the true costs of the service model.
- 18.7.3 Access to all aspects of the operations is encouraged. In particular, the Corporation is interested to learn about the effectiveness of the payment system and how the technology works to route plan for journeys and would appreciate opportunities for TfL staff to gain insights into these aspects.